



Report of the Director of Finance to the meeting of the Executive to be held on 13th July 2023.

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Subject:

Qtr 1 Finance Position Statement for 2023-24

Summary statement:

This report provides Members with the forecast year-end financial position of the Council for 2023-24.

It outlines the revenue and capital budgets and the year-end forecast financial position based on information at the end of May 2023. It states the Council's current balances and reserves and school balances.

Equality & Diversity:

Services delivered and commissioned through Council resources can play a significant part in addressing inequality, improving well-being and widening access to opportunities. Both the COVID pandemic and the current cost of living crisis have had a disproportionate impact on the District, amplifying existing inequalities and threatening to generate new ones. The Council's response has sought to mitigate the disproportionate impact on our most disadvantaged and vulnerable groups of people wherever possible, and resources continue to be deployed in support of that objective.

Portfolio:

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**Overview & Scrutiny Area:
Corporate**

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Qtr 1 Finance Position Statement for 2023-24

INTRODUCTION

1.0 This report is the first monitoring report presented to Members on the Council's 2023-24 financial position. It provides the forecast revenue and capital financial position of the Council at the 31st March 2024. The report covers:

- The forecast outturn of the Council's revenue budget in 2023-24
- The forecast delivery of budgeted savings in 2023-24
- A statement on the Council's reserves
- An update on the Council Tax and Business Rates collection funds
- An update on the Capital Investment Plan.
- Benchmark spend and income comparators.
- The Council's Risk Register.
- An update on the Bradford Children's & Families Trust

MAIN FINANCIAL MESSAGES

- 1.1 Councils across the country continue to experience severe financial pressures. Bradford is no exception, and the Council is forecast to overspend its £453m net revenue budget for 2023-24 by £13.8m (3%) according to early estimates.
- 1.2 Key issues include demand and cost pressures in adult social care and home to school transport, on-going high levels of inflation and increases in costs such as the national pay award.
- 1.3 Mitigating action is being undertaken to address these issues, however, should the Council be overspent at the end of the financial year then the use of reserves would be required to balance the budget.
- 1.4 The Council has managed its reserves prudently however acute on-going financial pressures have left reserves close to exhaustion and reliance upon them is unsustainable.
- 1.5 Since 2011 the Council has budgeted to deliver c£350m in per year savings as a result of national austerity measures with a cumulative impact of over £2bn. During that period Bradford has faced funding cuts and demand pressures far greater than more affluent areas with lower levels of need.
- 1.6 Bradford's Band D Council tax is also c£135 lower than the average for Metropolitan Authorities and 80% of households are below Band D. This means that Bradford cannot keep pace with inflationary and demand pressures through Council tax alone, and that it raises less through its local tax base than other authorities many of which have much lower levels of need.

- 1.7 Government reforms to the funding of local authorities that would benefit Bradford by c£32m a year have been repeatedly delayed.
- 1.8 With the exception of Children's Services Bradford's service provision is low cost compared to similar Councils as outlined in the report, and this gives little scope for further cost reductions.
- 1.9 The current position is unsustainable and Bradford, like much of the local government sector needs to see urgent national funding reform.

Forecast Outturn of the revenue budget in 2023-24

	Gross Budget £ms	Net Budget £ms	Total Variance £ms
Adult Social Care & Public Health	284.5	135.3	4.3
Children's Services excl BCFT variance*	585.5	202.0	2.5
Department of Place	137.3	71.7	2.0
Corporate Resources	206.9	53.5	1.8
Chief Executive	4.7	4.2	0.0
Non-Service Budgets	6.9	6.1	-0.8
General Fund	69.6	-19.6	3.7
Net Budget Funding	-48.5	-453.2	0
Total Council	1,247.0	0	13.8

*Bradford Childrens and Families Trust

- 2.1 The Council is forecast to **overspend** the £453.2m net revenue budget by £13.8m by March 31st 2024 based on early forecasts using available information at the end of May 2023.
- 2.2 The main issues are outlined below.
- A £4.3m forecast variance in the Adult Social Care department due to undelivered Learning Disability (LD) demand management savings and continued demand and cost pressures within LD long term support as outlined in section 4.
 - A £2.5m forecast variance in Childrens Services (excluding Bradford Childrens & Families Trust variances) due mainly to home to school transport as a result of increased demand for transport, and increased use of costly single occupancy taxi transport with escorts as outlined in section 5.
 - A £2.0m forecast variance in the Department of Place due to the forecast underachievement of bus lane revenues; Markets income, and Planning fees, and additional costs in Sports and Culture as outlined in section 6.
 - A £1.8m forecast variance in Corporate Resources due mainly to high energy costs associated with the Councils estate. Wholesale energy costs are reducing, but the Council still has some costly forward bought energy contracts to fulfil in 2023-24.
 - A £0.8m forecast underspend in Non-Service budgets associated with reduced added years pension costs for former employees. This cost

reduces each year, and will continue to reduce into the future. The reduction does not impact on pension entitlements.

- A £3.7m forecast overspend on the General Fund budget due to an expectation that the 2023-24 pay award will be higher than budgeted. (c6.3% vs 4% budgeted) costing c£6m, and the expected underachievement of a saving plan associated with prepaying the Councils pension contributions (£0.5m). These are partly offset by £1m of contingency budget, and £2m from expected additional flexible use of capital receipts and additional capitalisation.

- 2.3 The departmental commentaries in sections 4-8 provide additional detail on the above, and other smaller scale variances. The forecast Council overspend is a best estimate of the 2023-24 year-end position based on current trajectories, and the overspend hasn't happened yet.
- 2.4 Further mitigating actions will be worked on to reduce the forecast overspend between now and year end, but any year end variance would have to be covered by reserves that are reducing at an unsustainable rate.
- 2.5 As a result of planned reserve use, and unplanned use of reserves to cover high inflation and significant variances in Childrens Services in 2022-23, the Council's non schools reserves reduced by £110m in 2022-23, with a further £50m reduction to balance the budget in 2023-24 approved by Budget Council. When the c£50m of reserve drawdown transactions are processed shortly, this will leave c£68m of non-Schools reserves going into the 2023-24 year and beyond which is an historic low.
- 2.6 The remaining c£68m of reserves are inclusive of Grant reserves for specific purposes (c£17m), and the General Fund reserve that is the minimum amount of un-ringfenced reserves that it is recommended to be held to fund unforeseen events. Any use of the General Fund reserve would however require it to be replenished for next financial year in line with recommended practice.
- 2.7 Plans are in place to seek to increase available reserve levels through actions including applying Minimum Revenue Provision policy and Capital receipt flexibility policy changes to 2021-22 amongst others. At the time of writing these could have a material impact on increasing reserve levels which would provide some short-term flexibility, however Council budgets including Bradford Children's & Families Trust, are not currently sustainable, and significant work is being undertaken to identify mitigating actions for 2023-24, and budget savings for 2024-25.
- 2.8 Since 2011, the Council has budgeted to deliver c£350m of savings to contend with very significant real terms cuts to Council funding, and increased demand pressure in Adults and Childrens social care. These pressures have required difficult decisions to be made about service provision and the use and targeting of resources.
- 2.9 As outlined in a recent Yorkshire Post article, the top 10 per cent of England's most deprived councils have dealt with cuts almost three times as high as the richest 10 per cent, providing evidence of deepening inequalities and regional disparities, with Bradford having c28% cuts relative to Surrey at 8%.

- 2.10 Despite the inequity, Bradford Council has maintained a disciplined approach to financial management that has enabled it to continue to deliver services at relatively low cost. This is reflected in benchmark data compiled by the Local Government Association (see Appendix 1), that demonstrates that apart from Childrens Social Care related services that are now run by the Bradford Children's and Families Trust, all Council services are either at or below benchmark spend levels in comparison to other alike Councils.
- 2.11 Aside from the very significant increases in Childrens Social Care costs and recent large-scale increases in unfunded inflationary pressures, the other main driver of the Council's financial pressure is on the income side.
- 2.12 Council Tax revenues are approximately £20m below the average of other Metropolitan Councils on a pro rata bases. The Band D rate in Bradford is c£135 per year below the Metropolitan Council average, and £400 below the highest. Bradford currently ranks as having the 30th lowest Council Tax out of the 36 Metropolitan Councils; is the lowest in West Yorkshire and 2nd lowest in the Yorkshire and Humber region. The Government sets a Council Tax referendum limit each year, meaning that Council Tax and Adult Social Care increases are limited to a common percentage increase each year. It should also be noted that a percentage increase applied to a smaller Band D rate, raises a smaller amount than the equivalent percentage increase applied to a higher starting rate, and that this gap increases each year it is applied to. In short, the gap between the amount raised gets larger each year.
- 2.13 Further, independent analysis from Local Government finance experts has identified that had the Government implemented Local Government funding reforms in 2020-21 as planned, Bradford would now be c£32m per year better off.
- 2.14 It should also be noted that additional national funding has been found for Councils that would otherwise be equivalently financially challenged through the 'Dedicated schools grant: very high deficit intervention'. Although Bradford doesn't currently have a deficit in this area and so doesn't benefit, many Councils (currently 34 and growing) across the country have been provided with additional 'DSG Safety Valve' funding. Surrey for example will receive c£100m of additional funding via its Safety Valve agreement.
- 2.15 In summary, the financial challenges facing Bradford are acute and result from facing cuts that have been higher than others; increases in Children's Social Care costs that have resulted in benchmark spend going from low to high in a short period of time; the unbudgeted impact of extraordinary inflation in 2022-23, low Council Tax relative to other councils, not receiving additional government support due to having pressures in the wrong service areas (i.e. Childrens Social Care and not Dedicated Schools Grant), and Government delays to Local Government funding reforms that would have been expected to significantly increase funding for Bradford Council.
- 2.16 Many councils are experiencing similar pressures across the country as a result of these systemic funding issues, and there are numerous councils that are nearing s114 notices. This is something that is without historic precedent and is reflective of a sector in dire need of support.

- 2.17 The Council will continue to work on mitigating actions to reduce financial pressures as outlined in the departmental commentaries section of the report. Section 3 also includes some other potential income sources; savings and pressures that are not yet factored into the forecast as they are either not quantifiable or are not yet known, but they could have a significant bearing on the Council's financial position before 2023-24 year end.

Bradford Children's & Families Trust

- 2.18 Since 1st April 2023, Children's Social Care has been provided by the Bradford Families and Childrens Trust. The Trust contract is in its infancy; however, the Trust's Management have identified a risk of overspend in 2023-24.
- 2.19 The Trust is working on mitigations and the Council will support the Trust with them, including securing income sources. The Trust will submit a detailed business plan in September 2023, and a forecast will be reflected in the Qtr 2 Finance Position Statement.
- 2.20 The Trust is not consequently included in the headline Council forecast, however, should a variance transpire after the Trust has exhausted all other mitigations/ alternative funding sources, the Council would have to find an equivalent amount to fund that variance under the terms of the contract.

Material issues not currently factored into the forecast

The c£13.8m of forecast variance does not include the following which could reduce the variance by year end.

- 3.1 In most years the Government announces additional funding for Adult Social Care during the year/ as part of the Autumn Statement. Previously this has included additional Winter Pressures money; Discharge to Assess funding or additional Social Care grant. No in-year announcements have yet been made for 2023-24 however.
- 3.2 The Council often receives a redistribution of the Business Rates National Levy Account Surplus. This is however dependent on whether there is a surplus or not, and typically notification isn't received until the final quarter of each year. In 2022-23 the Council received c£1.1m.
- 3.3 There is often a higher than budgeted redistribution from the Leeds City Region Business Rates pool. Again, this will not be known until later in the year. In 2022-23 the Council received an extra c£0.8m.
- 3.4 The Council received a £0.4m unbudgeted dividend from the Leeds City Region Revolving Investment Fund in 2022-23, a similar amount may be received in 2023-24, but this is not currently known. Further, Yorkshire Purchasing Organisation dividends have been lower than typical in recent years due in part to Covid. Now Covid has passed, dividends may return to

pre pandemic levels.

- 3.5 Phase 4 of the reserves review is being undertaken to identify if any remaining reserves can be uncommitted, or grant reserves can be incurred on areas that would substitute for Council spending in line with grant conditions. This review has commenced but is not yet complete.
- 3.6 Financial Services are seeking to apply capital receipts flexibilities and Minimum Revenue policy changes to 2021-22. This could have a material impact on increasing reserve levels, or mitigating in year variances in 2023-24. At the time of writing these changes are not yet assured.

These mitigations should reduce the forecast variance in future periods, however there are also a number of pressures that could have the opposite effect:

- 3.7 As outlined previously, the Bradford Children's & Families Trust is not included in the Council's current forecast variance. A business plan will be provided to the Council in September 2023, and a forecast will be reflected in the Qtr 2 report. Should there be a year-end variance after the Trust have exhausted all other mitigations, the Council would have to pay for that variance under the terms of the contract.
- 3.8 Increases in construction inflation, and interest rates will cause significant additional pressures to the capital financing budgets. The extent is being assessed and will be factored into future forecasts. Treasury management costs are increasing as the Council is now borrowing at cost, where in recent years it has used its own cash balances and has also generated income from lending surplus cash.
- 3.9 High inflation, and the impacts on cost of living are likely to have further negative impacts on demand for services and income levels.
- 3.10 Contained within the existing forecasts are savings plans and mitigation plans that are currently expected to be delivered. Should any of these not be delivered, the forecast overspend would increase.

Departmental Commentaries

Adult Social Care & Public Health

- 4.1 Adult Social Care and Public Health are forecast to overspend the £135.3m net expenditure budget by £4.3m.
- 4.2 The forecast overspend is mainly derived from previous unachieved Learning Disability (LD) demand management savings and continued demand and cost pressures within LD long term support, from young people transitioning from Children's Social Care with high care and support needs.
- 4.3 The department had unachieved LD demand management savings carried forward from previous years of £11.989m. In recognition that the savings are behind schedule, an additional £5m budget has been provided through the 2023-24 budget process to alleviate some of the pressure, leaving an outstanding target of £6.9m for 2023-24. Work has commenced to reduce expenditure and additional budget has been re-directed to this area, therefore at this stage in the financial year it is forecast that £2.1m will be unachieved. The department is working hard to reduce this further through contract negotiations that do not affect the quality of life of people, with further full year effect expenditure reductions in 2024-25.

Older People's Services

- 4.4 Older People's Services are forecast to overspend the £67.9m net expenditure budget by £0.2m.
- 4.5 The service has forecast staffing pressures of £0.8m, of which £350k relates to the new Emergency Duty service; previously EDT was managed by Children's Services and following the creation of the Children's Trust a new service has been established for Adult Services. No budget transfer has been included from the Children's Trust in the forecast.
- 4.6 Older People and Physical Disabilities purchasing care budgets are forecast to overspend the £36.6m net expenditure budget by £0.9m due to a forecast increase in long term home support (£0.5m), driven by increased activity in the first quarter and a recurrent pressure on Direct Payments (£0.4m). This is being partially offset by an underspend of £0.7m on Mental Health long term support.
- 4.7 The above forecast financial pressures are being supported by a £0.9m underspend as a result of the closure of Woodward Court Residential Home. This underspend is non-recurrent as it will be required to fund the revenue costs of the recently approved Saltaire Residential Scheme.
- 4.8 The Department for Levelling Up, Housing and Communities has provided an Adult Social Care Discharge Fund to support local authorities with

reablement capacity to reduce hospital discharge delays. The Council has received an allocation of £3.3m from DLUHC and £2.8m from Bradford Integrated Care Board, from the health allocation of discharge funding, to contribute to the cost pressures associated with hospital discharge. This will fund previously reported pressures within both home support and reablement and activity will be closely monitored to ensure activity to support hospital discharge remains within budget.

Mitigation Actions to reduce the overspend

- 4.9 Operational Services will pursue the following actions to reduce the forecast overspend;
- To review the new Emergency Duty Team model, looking at where further efficiencies can be made to reduce the cost pressure recurrently.
 - Increased capacity in the BEST service will result in increased outcomes for people, which should reduce the long term costs on home support.

Learning Disabilities

- 4.10 Learning Disabilities is forecast to overspend the £54.8m net expenditure budget by £7.6m, this is due to a combination of previous years unachieved demand management savings (£2.1m) and recurrent and increased pressure on community care services, particularly as a result of people transitioning from Children's Services with complex needs and high cost packages. The service also has a £0.7m forecast pressure on staffing budgets, previously supported by reserves.

Mitigations to reduce the forecast variance.

- 4.11 Work is underway on transforming the remaining Residential and Nursing block contracts and re-commissioning the Respite residential contract. A £0.8m expenditure reduction has been included in the Qtr 1 forecast but this could increase as the projects progress. The full year effect budget reduction will be realised in 2024-25.

People Commissioning and Integration

- 4.12 Commissioning and Integration is forecast to balance the £13.6m expenditure budget. The service has a £0.4m pressure as a result of the new People, Commissioning and Contracting function established to support Children's Services, including the Children's Trust. Although initially a cost pressure, this investment in staffing will enable future efficiencies and savings to be delivered. This pressure is currently offset by vacancy savings elsewhere within the service.

Strategic Director

- 4.13 The department has been allocated £2.2m of the vacancy review and abatement factor saving. At this stage in the financial year, it is forecast that action will be taken to achieve this saving in full.
- 4.14 To mitigate the highlighted pressures across the department, the forecast includes £3m of additional income and there are a further £0.3m of forecast underspends, linked to maximising grant income and additional staffing vacancies.

Childrens Services

- 5.1 Childrens Services, are forecast to overspend the £202m net expenditure budget by £2.78m. This does not however include any year end overspend associated with the Bradford Children's & Families Trust.
- 5.2 The overspend is nearly all due to Taxi Transport where numbers of children transported are increasing, and there is an expected increase in service usage of around 200 children from September. There has also been a rise in exclusions being transported to Out of Area provisions which is more expensive.

Mitigating Actions

- 5.3 The Home to School transport service is continually reviewing transport arrangements to reduce the need to use single use taxis where this is possible and appropriate.
- 5.4 Children's Services are also seeking to increase income generation to help mitigated demand led variances.

Department of Place

- 6.1 The Department of Place is forecast to overspend the £71.6m net expenditure budget by £2.0m.

Strategic Director

- 6.2 The department has been allocated £3.5m of the vacancy review and abatement factor saving. Plans are being developed to ensure that this saving is fully met, and the department's Senior Management are committed to ensuring its delivery.

Neighbourhood and Customer Services

- 6.3 Neighbourhood & Customer Services are forecasting a £1.1m pressure against a net budget of £15.3m. The main pressures are;
- 6.4 A £0.6m pressure in Uniformed Services due to savings from proposed changes for parking permits and charges, not being achieved in 2023/24 and the reduction in income received in Bus Lane fines due to the introduction of pedestrianised zones within the city centre.
- 6.5 A £0.3m pressure in Parks Depots due to transport costs and forecast underachievement of the Service's income targets.
- 6.6 A £0.3m pressure in Street Cleaning due to additional work undertaken by the service for one-off specific events, such as City of Culture related work.

Economy & Development Services

- 6.7 Economy & Development Services are forecasting a £0.8m pressure against a net budget of £6.9m. The markets service is forecasting an underachievement of income due in part to being unable to fill vacant spaces as current occupants leave. Further, market's utility cost will be greater than the budget charged by Built Environment Energy Teams.

Planning, Transportation & Highways

- 6.8 Planning Transportation & Highways are forecasting a £0.6m pressure against a net budget of £19.4m. This is mainly due to;
- 6.9 An under recovery of Planning Fees of £0.8m as a result of a decreasing number of planning applications and low numbers of major applications.
- 6.10 A £0.3m forecast pressure on Street Lighting energy costs.
- 6.11 The above pressures have been partially mitigated by vacancy management and professional fee recovery through the capital programme.

Sport & Culture

- 6.12 Sports & Culture are forecasting a £1.1m pressure against a net budget of £4.7m. The main pressures include;
- 6.13 A £0.5m forecast overspend in Sports Facilities due mainly to the additional cost of casual staff required to support the Service, and unfunded facility management costs.
- 6.14 A £0.3m pressure in Theatres due to the reduced number of shows during 2023-24.

- 6.15 A £0.3m pressure in Woodlands, due to an increase in the level of non-discretionary work needing to be undertaken for Ash Dieback.

Clean Air Plan

- 6.16 The Clean Air Programme is forecasting a balanced budget at year end, against its net budget of £0.2m. All service costs for 2023-24 (c£2.5m) will be covered through a combination of funds held in a ring-fenced reserve and Clean Air Zone revenue.

Waste, Fleet & Transport

- 6.17 Waste, Fleet & Transport are forecasting an underspend of £1.6m against a net budget of £31.7m, which is comprised of a £1.3m underspend in Waste Services (mainly due to reduced disposal costs), an underspend of £0.4m in Fleet & Transport services, and a £0.1m overspend in Emergency Planning.
- 6.18 As reported last year, the service has completely recovered from the effects of Covid and despite an increase in waste contractor costs, there has been a significant decrease in waste tonnage which has resulted in a forecasted underspend of £1.6m.
- 6.19 Higher than budgeted green waste collection subscriber income has led to a forecast overachievement of £0.3m.
- 6.20 The Kerbside Waste & Recycling Collection service is forecasting an overspend of £0.3m, mainly due to an increase in fly tipping, bulk collections and domestic bin deliveries/repairs.
- 6.21 Admin & Depots are forecasting an overspend of £0.2m. The service has successfully run a pilot to reduce two waste collection rounds. Full implementation will take place in the second half of the year.

Corporate Resources

- 7.1 Corporate Resources are forecast to overspend the £53.5m net budget by £1.8m. This overspend primarily relates to ongoing extraordinary inflationary impacts relating to utilities costs for Council buildings. The forecast for employees spend assumes both that further action is taken to achieve the budgeted for vacancy abatement savings and that any impact of re-grading can be managed within existing budget.
- 7.2 In respect of utilities, the forecast overspend is £1.8m. Additional peak price costs during 2023-24 were initially anticipated to be funded from a dedicated reserve. However, this is currently shown directly as an in-year service overspend.

- 7.3 The cost of utilities in 23-24 is after the end of the price cap with the expectation that by 24-25 prices and costs will return to a level that can be met by the base 23-24 budget, after allowing for normal inflationary pressures. It has been estimated that, based on forecast prices from April 23 now the price cap has been replaced with a discount scheme, the cost for 23-24 for gas & electric use in buildings will be £7.5m higher than the original 22-23 budget levels. However, this is still a best estimate as the eventual cost will depend on a number of factors, including the relative increase in standing charges compared to unit rates, the purchase prices to be paid by Yorkshire Purchasing Organisation (YPO) for later tranches, and usage levels, especially over the winter period.
- 7.4 Additionally, the impact of high food price inflation is expected to still affect the school catering service in year. This has been, and will be, partially mitigated by changes to menus, and a re-pricing on contracts for the academic year 23-24. Overall, there is expected to be a cost pressure on catering services of £0.6m which will need to be further mitigated by one off savings.
- 7.5 Excluding the extraordinary inflationary impacts, the Department would be forecasting a broadly balanced position. Small underspends in Revenues & Benefits, Human Resources and Finance & Procurement are expected to offset overspends in Estates, Catering and Legal & Democratic (main pressure being on Elections costs). ICT are forecast to achieve a roughly balanced position after allowing for pressures (increased staffing levels, data & licensing costs) being managed down via a combination of offsetting savings and a reduction in agency. It should be noted that the Revenues & Benefits forecast position also assumes that revised court costs fees put in place for 23-24 bring income levels back in line with budget.
- 7.6 These forecasts also include the net impacts of pre-existing and ongoing pressures, including on trading with schools such as ICT (£0.4m), rental income within Estates (£0.5m) and City Centre Catering (£0.1m). ICT Education trading service and City Centre Catering are subject to review. Estates rent roll is likely to remain a substantial pressure, due to economic conditions, both for 23-24 and beyond. ISG initial forecast for 23-24 is for a small overspend as although sales levels have risen significantly year on year, costs also rose significantly due to inflationary pressures and these could not be immediately recouped by re-pricing.

General Fund & Non-Service

- 8.1 The General Fund and Non-Service budget areas that provides budgets for the West Yorkshire Combined Authority, Capital Financing, and contingencies amongst others is forecast to overspend by £2.9m. This results mainly from the following.
- 8.2 A c£6m forecast overspend on the 2023-24 pay award (c6.2% vs 4% budgeted). The employer offer is currently £1,925 for all staff below a PO6 paygrade, and 3.5% for all staff above. The aggregate cost of this would be c£6m more than the 4% budgeted pay increase across all pay bands.

8.3 A £0.5m under delivery of a budget savings plan associated with prepaying employee pension contributions to the West Yorkshire Pension Fund, as the Council doesn't have available cashflow to enable this without additional borrowing which would negate the benefit.

These are partly offset by

- £2m from planning to use additional capitalisation/ capital flexibilities.
- £1.0m Corporate Contingency
- £0.8m from a lower than budgeted cost of pension costs associated with former employees due to lower numbers. No former employees pension entitlements are affected.

8.4 Other mitigating actions are being explored as outlined in section 3.

Budget Savings Tracker

9.1 The combined budget savings of £36.0m in 2023-24 brings the total savings the Council has had to approve following the 2010 Comprehensive Spending Review (CSR) to c£350m.

9.2 The 2023-24 budget includes £36m of new budget reductions, however £8.0m of prior year underachieved savings have carried forward into 2023-24, meaning that £44.0m of savings are budgeted to be delivered in 2023-34. This includes £6m that relates to BCFT which will be reported on at Qtr 2.

9.3 In tracking progress made against each individual saving proposal, £34.4m of the £38.0m of Council savings (excludes BCFT) is forecast to be delivered, leaving £3.6m that is forecast not to be delivered. This is included within the overall forecast overspend of the Council.

	Prior year underachieved Savings outstanding at 31/3/23	2023/24 New Savings	Total Savings 2023/24	Forecast Variance 2023/24
Adult Social Care & Public H	7.0	1.3	8.2	2.1
Children's Services exc BCFT	0.0	0.5	0.5	0.0
Place	1.0	5.7	6.7	1.0
Corporate Resources	0.0	0.7	0.7	0.0
General Fund	0.0	11.8	11.8	0.5
Cross Cutting	0.0	10.0	10.0	0.0
Total	8.0	30.0	38.0	3.6

9.4 The savings that have to be delivered this year are significantly higher than prior years. Many of the savings are expected to be delivered in full however there are still risks associated with some, and currently £3.6m is not expected to be delivered as planned.

Underachieved
Savings in
year £ms

2013/14	4.4
2014/15	2.3
2015/16	4.9
2016/17	7.9
2017/18	22.6
2018/19	13.4
2019/20	7.9
2020/21	6.5
2021/22	10.9
2022/23	13.3
2023/24	3.6

- 9.5 The main forecast underachieved savings are £2.1m of underachieved Learning Disability Demand Management savings in Adult Social Care. There has however been good progress, and the department are confident that further improvements will be delivered in future periods.
- 9.6 The £1.0m forecast underachievement in the Department of Place is mainly due to delayed implementation of savings plans which has resulted in a part year effect for 2023-24. There is a level of risk associated with the delivery of the remaining £5.7m.
- 9.7 The £0.5m forecast underachievement in the General Fund is due to the underachievement of a plan to save £0.5m by prepaying employer pension contributions to the West Yorkshire Pension Fund as the Council doesn't have the necessary cash balances to do this without further borrowing. To do so would result in additional costs of borrowing, and would largely negate the financial benefit.

Reserves

- 10.1 At 31st March 2023, reserves stand at £168.8m (Council £118.2m and Schools £50.6m).

	Closing Balance 2020-21 £m	Closing Balance 2021-22 £m	Closing Balance 2022-23 £m
Council reserves	256.5	228.2	118.2
Schools Delegated budget	42.9	46.6	50.6
Total	299.4	274.8	168.8

- 10.2 Overall, reserve levels reduced significantly in recent years, with c£110m of non Schools Council Reserves being drawn down in 2022-23. This included both planned activities, and c£52m of unplanned costs associated with unbudgeted cost of extraordinary inflation, and Children's Social Care pressures.
- 10.3 As part of the 2023-24 budget approved in February 2023, a further £50m of reserves will be drawn down to balance the 2023-24 budget. These transactions will be processed shortly after the 2022-23 Accounts have been closed, but the impact will be that Council reserves will reduce to £68m going into 2023-24, which will be an historic low.

- 10.4 The remaining reserves will be inclusive of Grant reserves for specific purposes (£17m), and the General Fund reserve that is the minimum amount of un-ringfenced reserves that it is recommended to hold to fund unforeseen events. Any use of the General Fund reserve would however require it to be replenished for next financial year in line with recommended practice.
- 10.5 The remaining Council reserves are currently forecast to be sufficient to cover the needs of the 2023-24 budget only, and reserves are reducing at an unsustainable rate.
- 10.6 Efforts are being made to bolster reserve levels by applying accounting policy changes to the 2021-22 accounts, and also the potential repatriation of reserves held at a West Yorkshire level. These plans could have a significant impact on reserve levels, but at the time of drafting, they are not assured.

School Balances

- 11.1 The table below shows the School Reserves (including Schools Contingencies) position as at 31st of March 2023.

	Balance 1 st April 2022		Balance 31 st March 2023		Movement	
	Nos	£000	Nos	£000	Nos	£000
Nursery	7	1,347	7	1,259	0	88
Primary	67	8,960	61	6,569	6	2,391
Secondary	6	(2,400)	4	2,971	2	(5,371)
Special	3	2,822	2	1,077	1	1,745
Pupil Referral Units (PRU)	1	386	1	497	0	(111)
Subtotal	84	11,115	75	12,373	9	(1,258)
School Contingency		33,825		37,080	0	(3,255)
Other Activities/Closed Schools		615		267	0	348
Total	84	45,555	75	49,720	9	(4,165)

- There are seven schools (two maintained nursery school and six primary schools) that are currently forecasting deficit revenue balances at 31 March 2023, with a combined deficit value of £0.497m
- Nine schools have converted to academy status in 2022-23.

Capital Expenditure

- 12.1 The Council continues to seek to deliver a large capital programme across the District, which will provide improved facilities and infrastructure to support the delivery of the Council Plan.
- 12.2 The profiled resource position for 2023-24 for the Capital Investment Plan stands at £212.4m. To the end of May there has been total spend of £15.0m. A summary by service is shown below with a detailed monitor in Appendix 3.

Directorate	Approved by Exec (April 23) 2023-24	Changes	Re profiled Budget 23-24	Spend 31 May 2023	Budget 24-25	Budget 25-26	Budget 26-27 onwards	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care	2.5	1.4	3.9	0	3.4	3.7	1.6	12.6
Children's Services	13.5	2.7	16.2	1.9	13.2	8.6	3.0	41.0
Place - Economy & Development Services	46.6	1.2	47.8	6.0	32.2	26.2	4.0	110.2
Place - Planning, Transport & Highways	72.0	-4.4	67.6	3.5	37.9	20.9	104.1	230.5
Place - Other	29.0	-8.4	20.6	1.7	29.6	16.5	10.0	76.7
Corp Service – Estates & Property Services	13.8	3.8	17.6	2.1	10.4	4.9	4.0	36.9
TOTAL – General Fund Services	177.4	-3.7	173.7	15.2	126.7	80.8	126.7	507.9
Reserve Schemes & Contingencies	54.0	-18.1	35.9	0	102.5	38.9	25.9	203.2
HRA	5.0	-2.2	2.8	-0.2	14.5	10.0	8.3	35.6
TOTAL	236.4	-24.0	212.4	15.0	243.7	129.7	160.9	746.7

12.3 The Capital Investment Plan was set as part of the 2023-24 budget (Full Council, 23 February) and £674.4m of spend was approved in total. The Plan has been updated with the carry forward from 2022-23 and additional funding allocations. Also schemes have been re-profiled between years to better reflect the year of spend.

12.4 Overall, there has been an increase in the budget of £72.3m to £746.7m. This includes:

- £45.2m of 2022-23 underspend carried forward into future years.
- Additional budget on current schemes, the main ones being £4.033m for the new Care Home Facility in Saltaire, School Capital Programmes, Disabled Facilities Grant, Towns Fund and Highways Maintenance Fund.
- £8.0m of new schemes added, the main ones being £6.0m for the Local Authority Housing Fund Initiative which is funded by grant and match funding by the Council Housing Revenue Account and £1.7m for ECB Bradford Park Avenue.
- Reduction in budgets due to confirmation of grant funding for Highways Schemes and underspends.

12.5 Although the total budget to 2026-27 has increased, there has been a £24.0m reduction to the 2023-24 Budget. This is due to the re-profiling of spend into future years.

- 12.6 Profiling the capital spend between financial years is a key challenge to ensure that the Council borrows at the most cost effective time. Budgets have been re-profiled into future years and Service managers are in the process of reviewing the profiled spend on their capital schemes but further work is required to ensure accurate profiling of the capital spend over the next four years.
- 12.7 It should also be noted that there remains some uncertainty linked to the impact of inflation on capital costs. Generally, inflationary forces are resulting in increased pressures on current projects and there could be higher costs compared to approved budgets. Also, problems with the supply chain mean some major projects are having issues getting resources delivered and this could impact on delivery timescales and budgets. As part of the work on reviewing budget profiles this will also be considered.

New Capital Schemes

- 12.8 The Project Appraisal Group (PAG) has considered the following capital bids and recommends their approval by Executive for inclusion in the Capital Investment Plan (CIP).
- **Housing Revenue Account disabled adaptations** – £0.22m to meet statutory obligations to provide adaptations to HRA asset as the newly created HRA cannot use Disabled Facilities Grant (DFG). The objective is to ensure that the needs of disabled tenants / those with health related issues, are fully met. In most cases this would involve installing stair lifts making adaptations to the bathroom. Any spend will be funded by housing rental income.
 - **Top of Town Public realm works** – £2.9m for completion of a public realm improvement scheme within the 'Top of Town' neighbourhood of Bradford City Centre. The project has commenced, and the scheme costs are being reviewed. The scheme creates a high-quality environment that will facilitate the delivery of new residential and commercial projects, providing a vibrant, safe and attractive place where people will want to live, work and socialise; and businesses will want to trade, invest and grow. It is funded by a mixture of grants and Community Infrastructure Levies (£1.8m) and corporate borrowing (£1.1m). The corporate borrowing will come from the 2023-24 Budget (CS0395i) that was set up to mitigate cost pressures.
 - **Changing Places Toilets** – additional funding of £0.182m for the completion of the identified projects within this scheme. Costs have increased due to the impact of inflation. This increase will be funded from the general contingency budget.
- 12.9 The following scheme has been approved under Section 1.7 of the Financial Regulations. Executive are asked to note.
- Marley Playing Field - £0.5m was included in Reserve Schemes as part of the 2021-22 Budget Report for works to the playing field next to the river. Plans for these works have been brought forward and it has been identified that total costs will be £2m. Due to recent land slippages at the site it has

been necessary to start the scheme as soon as possible and approval was completed as an emergency decision. The additional budget of £1.5m will be funded from the inflation budget added to the 2022-23 CIP (CS0395w).

- 12.10 Appendix 3 shows the Capital Investment Plan as at 31st May and additional to this the June PAG has considered the following capital bids and recommends their approval by Executive for inclusion in the Quarter 2 CIP.

City of Culture Capital Grants - £3.0m for capital grants. The June 2021 the Council allocated £10m towards the delivery of City of Culture activities and of this £3m was earmarked for capital expenditure. It is now intended to utilise the £3m to open a capital grants initiative for third parties. The applicants will have to demonstrate how the grant will be used and the contribution to the districts cultural strategy that they will make. The outcome would be the delivery of a range of physical improvements / construction that will positively contribute towards the 'Culture is our Plan' District Cultural Strategy. The scheme will be funded by reserves set up to fund the project.

City Centre Market – £3.8m additional budget. The project to deliver Bradford's Darley Street Market commenced on 26th April 2021. Since then it has been identified that additional works were necessary and the costs have increased. This will be funded from the 2023-24 Budget (CS0395i) that was set up to mitigate cost pressures and retain the scheme viability and secure desired outcomes.

Council Tax and Business Rates Collection Fund

- 13.1 Council Tax and Business Rates are paid into a separate account, from which precepts (distributions) are paid to Bradford Council, the Government, the police and fire authorities.
- 13.2 Bradford will be paid over its budgeted Council Tax precept (£233m) in 2023-24. No surpluses or deficits are currently forecast at this early stage of the year.
- 13.3 Regarding Business Rates, the Council will be paid its budgeted Business Rates of £58.2m in 2023-24. A Business Rates collection fund deficit of c£2m from 2022-23 will also have to be repaid in 2023-24 as budgeted. As with Council Tax, no surpluses or deficit are currently forecast for 2023-24 at this early stage.

14.0 RISK MANAGEMENT

- The financial risks of future known and uncertain liabilities are being addressed through contingencies and provisions outlined in this report.

15.0 LEGAL APPRAISAL

- This report is submitted to the Executive in accordance with the Budget and Policy Framework Procedure rules. There are no other legal implications

arising from this report.

16.0 OTHER IMPLICATIONS

17.0 EQUALITY & DIVERSITY

None

18.0 SUSTAINABILITY IMPLICATIONS

None

19.0 GREENHOUSE GAS EMISSIONS IMPACTS

None

20.0 COMMUNITY SAFETY IMPLICATIONS

None

21.0 HUMAN RIGHTS ACT

None

22.0 TRADE UNION

None

23.0 WARD IMPLICATIONS

None

24.0 IMPLICATIONS FOR CHILDREN & FAMILIES

None

25.0 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

26.0 NOT FOR PUBLICATION DOCUMENTS

None

27.0 RECOMMENDATIONS

That the Executive

27.1 Note the contents of this report and the actions taken to manage the issues highlighted.

27.2 Approve the following capital expenditure schemes as outlined in section 12.8 and 12.10.

- £0.22m for disabled adaptations in Council owned housing. This will be funded by the HRA using rental income receipts.
- £2.9m for the completion of public realm works in Bradford City centre. This will be funded by a mixture of grant, section 106's contributions and Council borrowing from the 2023-24 Budget (CS0395i), that was set up to mitigate cost pressures and retain the scheme viability and secure desired outcomes.
- £0.182m additional budget to complete the Changing Places Toilet Schemes. This will be funded by the General Contingency Budget.
- £3m City of Culture Grants subject to having appropriate governance arrangements in place for the award of the grants.
- £3.8m additional budget for the City Centre Market Scheme. This will be funded from the 2023-24 Budget (CS0395i) that was set up to mitigate cost pressures and retain the scheme viability and secure desired outcomes.

Note the following has been approved under Section 1.7 of the Financial Regulations:

- £2.0m for the completion of emergency works at Marley Playing Field. The additional budget of £1.5m will be funded from the inflation budget added to the 2022-23 CIP (CS0395w).

28.0 APPENDICES

- Appendix 1 Benchmark Spend by Service
- Appendix 2 Reserves Statement
- Appendix 3 Capital Investment Plan
- Appendix 4 Strategic Risk Register

29.0 BACKGROUND DOCUMENTS

- 2022-23 Finance Position Statement – Executive 13th July 2023
- Qtr 4 Finance Position Statement for 2022-23 – Executive 4th April 2023
- The Council's Revenue Estimates for 2023/24 – Budget Council 23rd Feb 2023 (Document AU)
- Qtr 3 Finance Position Statement for 2022-23 – Executive 31st January 2023
- Qtr 2 Finance Position Statement for 2022-23 – Executive 5th November 2022
- Qtr 1 Finance Position Statement for 2022-23 – Executive 5th July 2022
- 2021-22 Finance Position Statement – Executive 5th July 2022
- Qtr 4 Finance Position Statement – Executive 5th April 2022
- The Council's Revenue Estimates for 2022/23 – updated – Budget Council 17th Feb 2022

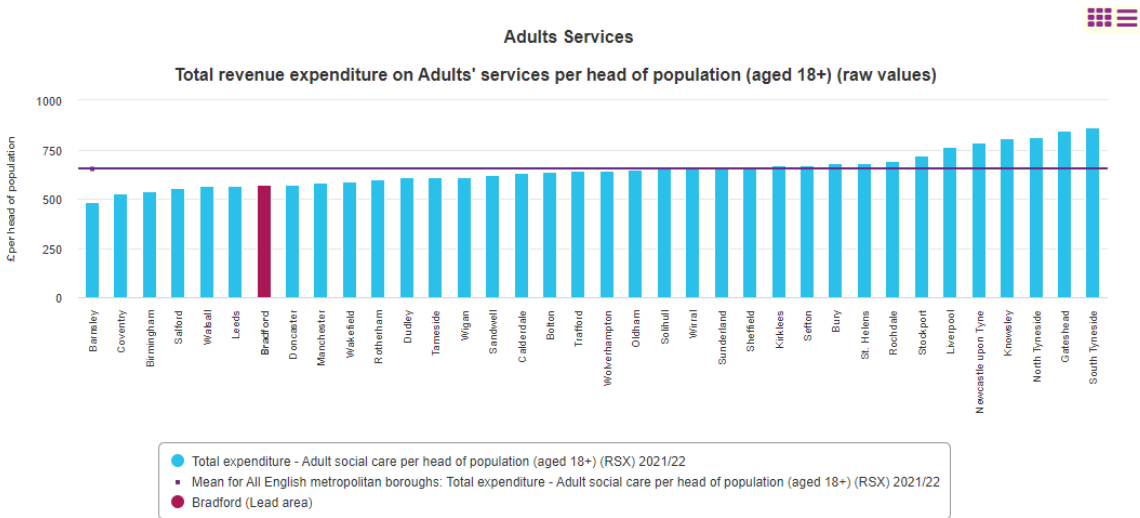
Benchmark Spend data

Appendix 1

Adult Social Care & Public Health

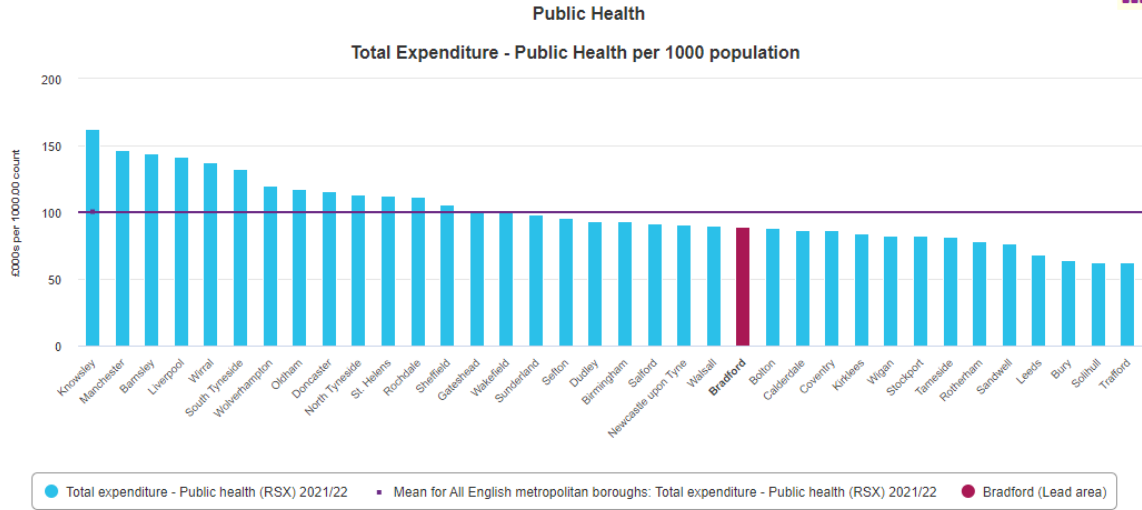
Adult Services

Spend on Adult Services per head of adult population in Bradford has been low for many years. The Service has a good record of prevention, and there have been improvements in inspection outcomes in recent years



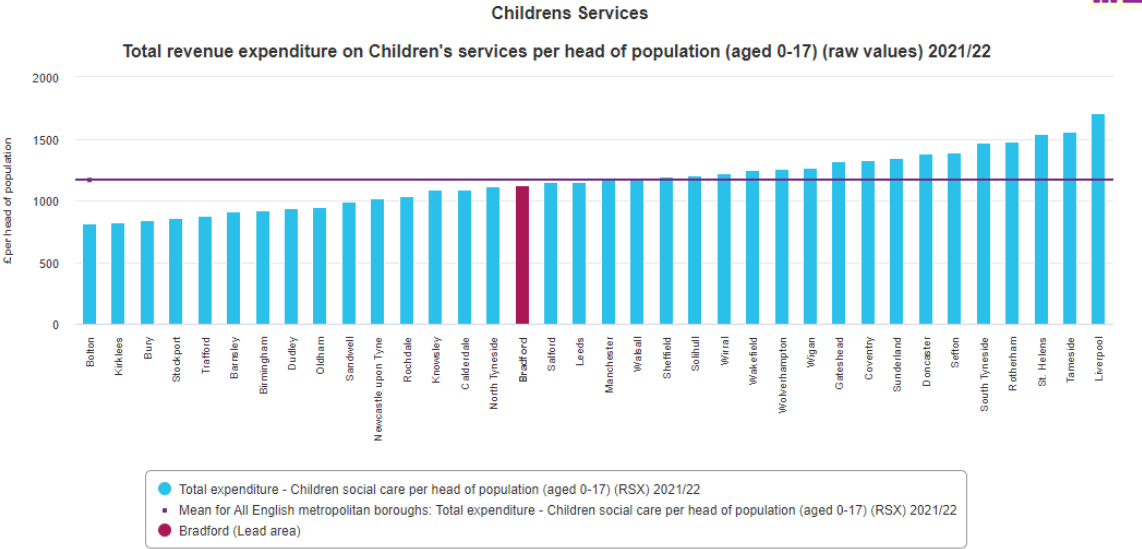
Public Health

Public Health spend is driven by the Public Health grant which is based on a national formula and distributed by Government. Spnd per 1,000 population is close to benchmark averages.



Children’s Services

Spend per head (aged 0-17) on Childrens Services was relatively low in 2021-22. As a result of growth in spend in Childrens Social Care as outlined in the Departmental Commentary (Section 4), this will likely have increased since then. The below benchmark group is in comparison to Met Councils. When compared to Childrens Statistical Nearest Neighbours, spend on Children’s Services was above benchmarks in 2021-22.

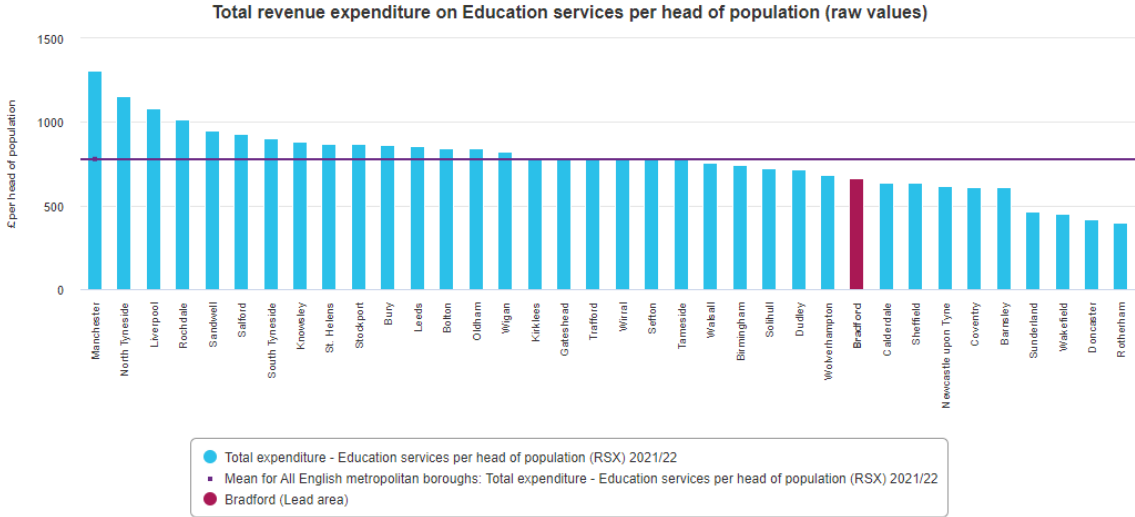


Education Services

Spend per head on Education Services is relatively low in Bradford.



Education Services

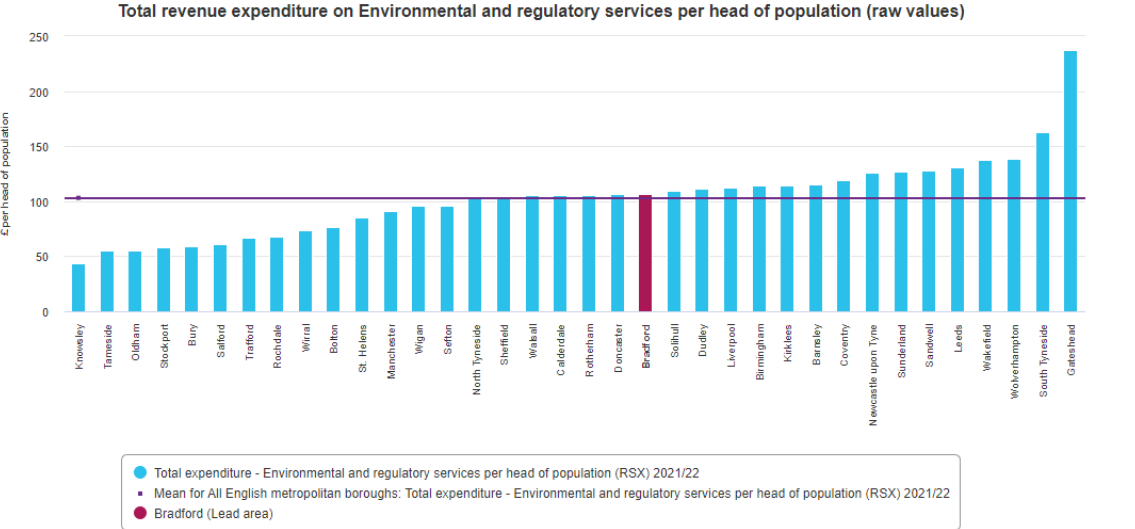


Department of Place

Environment Services

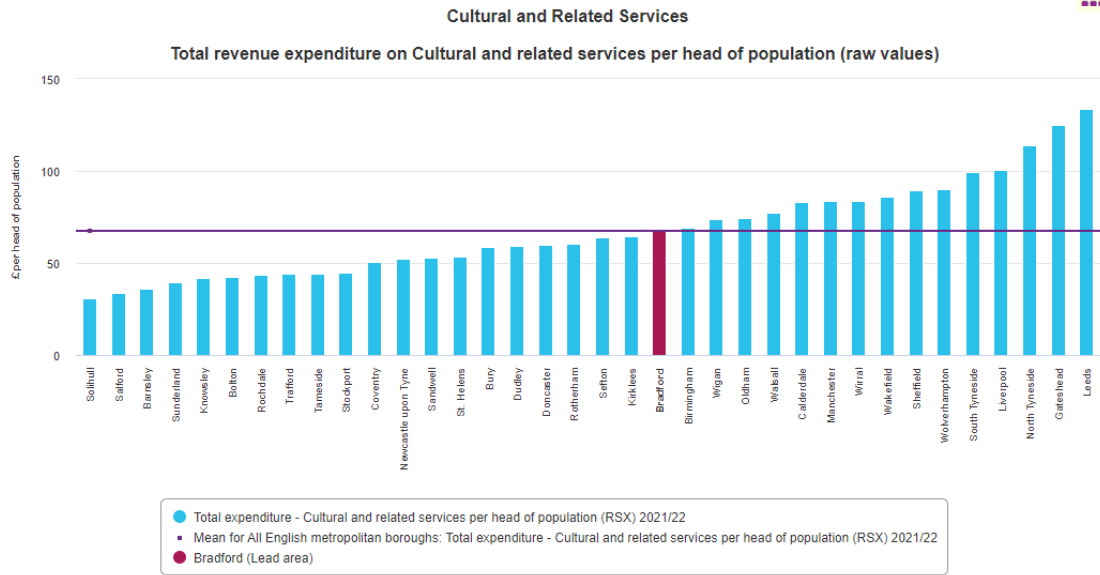
Spend on Environment Services includes Waste Services, Bereavements, Environmental Health, Housing Standards and other regulatory services. Spend per head of population was close to the benchmark average in 2021/22.

Environment Services



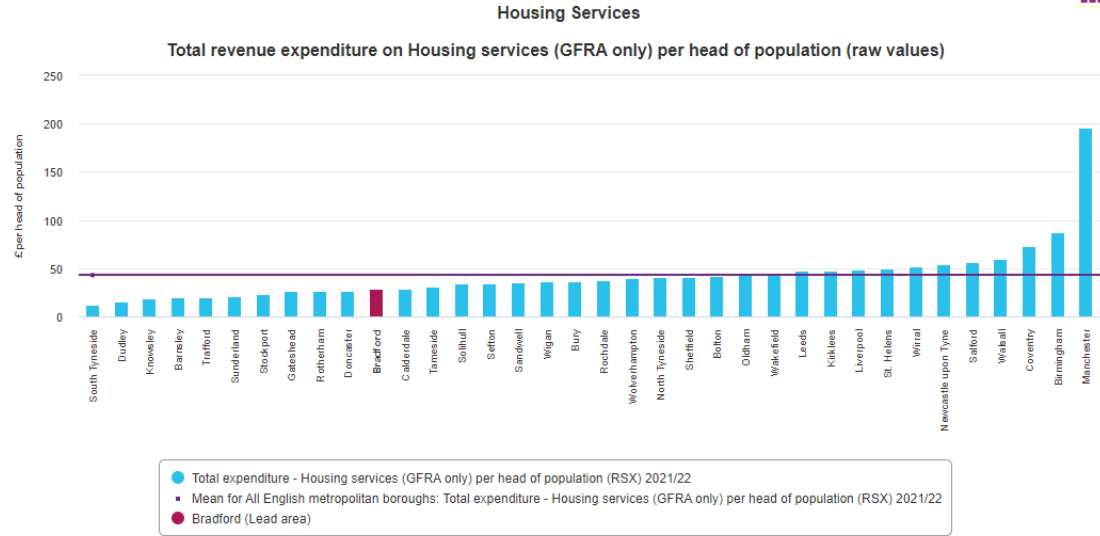
Cultural and Related Services

Spend on Culture Related services is relatively low.



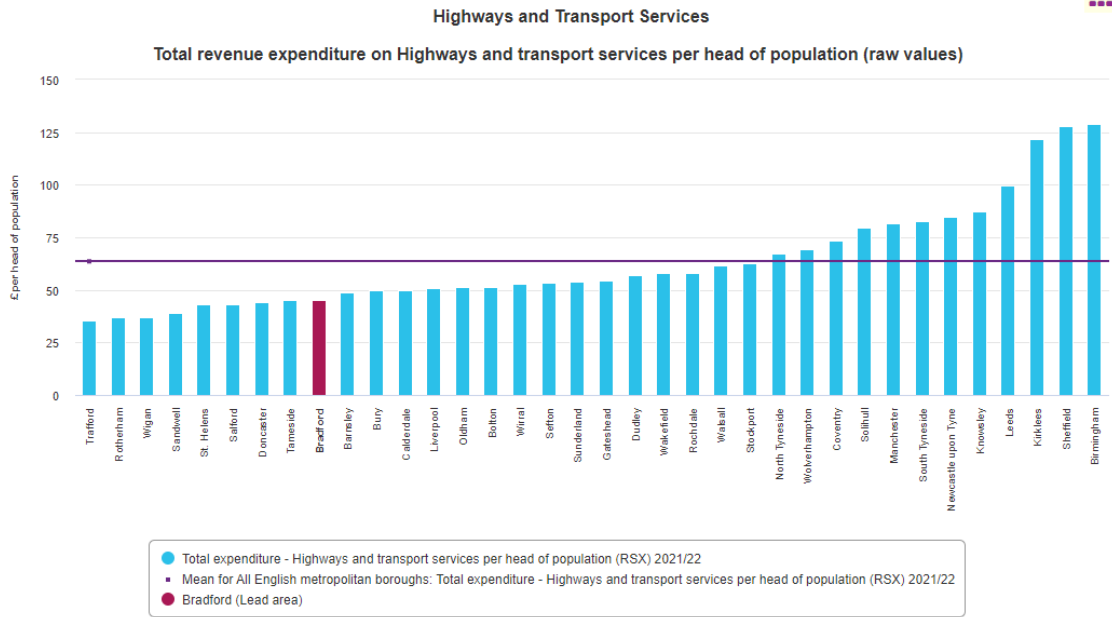
Housing Services

Spend per head of population on general fund related Housing Services per head of population is relatively low in Bradford



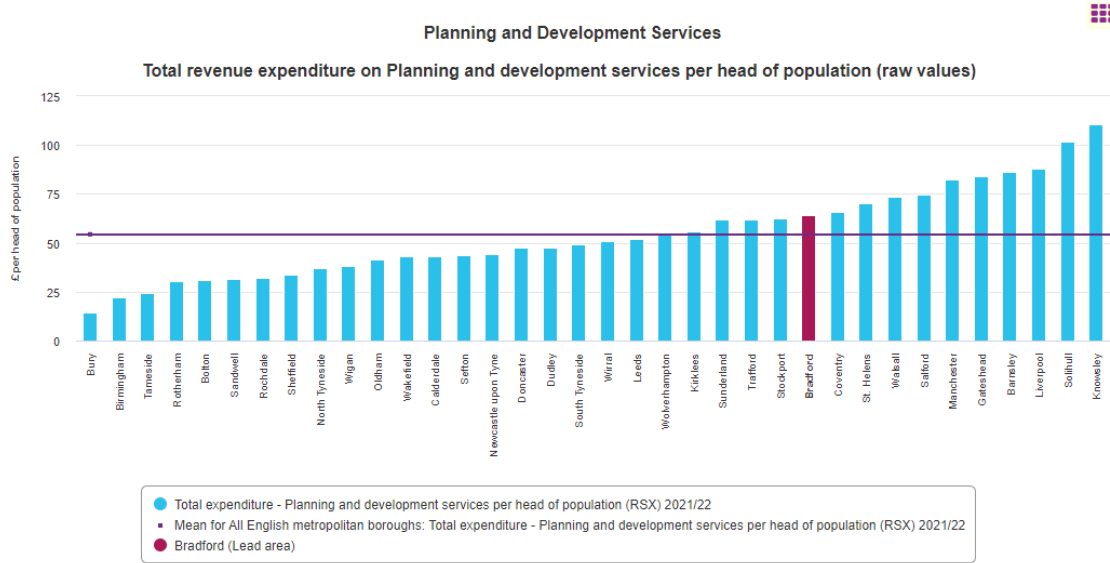
Highways and Transport Services

Spend on Highways and Transport Services is relatively low in Bradford in comparison to benchmarks



Planning and Development

Planning and Development includes Planning, Building Control and Economic Development. Spend per head of population was slightly above the average of benchmarks in 2020-21.

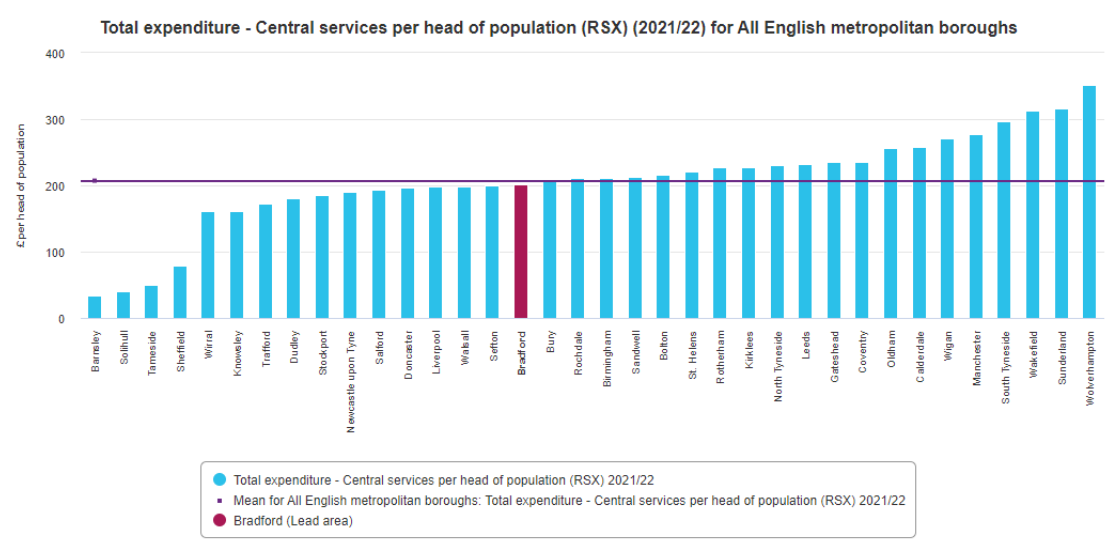


Central Services

Spend on Central Services (mostly Corporate Resources and Chief Execs) per head of population was slightly lower than the average of benchmarks.



Central Services



Reserves Statement as at 31st March 2023

Appendix 2

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
A. Reserves available to support the annual revenue budget				
Unallocated Corporate Reserves	10,700	-10,700	0	This reserve has been earmarked as part of 2022-23 budget for Social care purposes (Adults and Children) See Social Care pressures reserve
Total available Unallocated Corporate Reserves	10,700	-10,700	0	
B Corporate Earmarked Reserves to cover specific financial risk or fund specific programmes of work.				
ESIF – STEP	746	0	746	Funding to support young and disadvantaged people into employment
Exempt VAT	3,000	-3,000	0	Amount set aside to meet the estimated cost of VAT that the Council would not be able to recover should it exceed its partial exemption limit. £1m reduction per Budget.
PFI credits reserve	490	0	490	Funding to cover outstanding potential Building Schools for the Future liabilities.
Economic Partnership Reserve	157	-157	0	To support the development of the strategic economic plan within Department of Place
Regional Growth Fund	3,611	-2,023	1,588	To support strategic plans within Department of Place
Regional Revolving Investment Fund	625	-625	0	Money set aside in 2013-14 carried forward to meet the Council's commitment to the Regional

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Discretionary Social Fund	1,226	-770	456	Revolving Investment Fund. To fund a replacement local welfare scheme following the government ending its Local Welfare Assistance grant programme at 31 March 2015.
Transitional and Risk Reserve	8,135	-8,135	0	To help fund Transitional work, and cover risks.
Dilapidation & Demolition	1,377	-965	412	At the end of a lease on a building, the Council will be liable for any dilapidations of the building. The Council also plans some demolition work.
Strategic Site Assembly	309	-309	0	Amounts to help fund strategic site acquisition.
Implementation Reserve	1,504	0	1,504	To fund Projects associated with delivering savings plans.
Insurance Risk	4	-4	0	Reserve reduced as part of 2021-22 budget setting.
NDR (Non Domestic Rates) Volatility Reserve	1,378	-1,378	0	Additional S31 grant to offset NDR deficit resulting from govt policy
Redundancy Reserve	3,748	-2,703	1,045	Reduced as part of 2021-22 budget setting To provide for the costs of future redundancies
Leeds City Region WYTF	421	-421	0	Contribution to WY Transport Fund
Leeds City Region Economic Development	402	1,005	1,407	Match fund for urban centre regeneration
Financing Reserve (MRP)	52,573	-30,043	22,530	Reserve resulting from MRP policy change.
Financing Reserve 2019/20	1,000	-1,000	0	Reduced to £0 as part of 2022-23 budget
Markets Compensation	801	89	890	Statutory compensation obligation for

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Finance Works Reserve	154	0	154	terminating tenancies Reserve to fund additional project Finance Work including Collection fund improvements and CCAB apprentices
ICT Programmes Budget	475	-475	0	To fund future ICT projects
S31 Business Rate Grants Reserve	19,180	-16,580	2,600	Money from Govt to pay for 2020-21 Covid related collection fund deficit. Will be used in 2022-23.
Indexation Pressures Reserves	136	-136	0	Reserve to cover any in year costs above the 2% budgeted pay award.. Can be redirected pending 21-22 pay award.
Social Care Pressures Reserve	0	0	0	To be used in 2022-23 to fund Social Care pressures. £10m was added to the reserve, and has now been drawn down.
Project Feasibility Reserve	1,744	-140	1,604	To fund feasibility work associated with major projects
Sub Total	103,196	-67,770	35,426	
C. Reserves to support capital investment				
Renewal and replacement	5,115	-5,115	0	General resource to fund / support the corporate funded schemes in the Capital Investment Programme. It also enables transfer of resources from capital to revenue to fund work associated with business case formation. £1m is earmarked for renewal & replacement of essential IT infrastructure
IT Renewals and replacement	0	443	443	See above

	Opening Balance £000	Movement in 2022-23 £000	Closing Balance £000	Comments
Markets	41	-41	0	Cumulative Market trading surpluses to be re-invested in maintaining market buildings throughout the district.
Sub total	5,156	-4,713	443	
D. Service Earmarked Reserves	69,227	-23,881	45,346	See over page
E. Revenue Grant Reserves	20,452	-3,051	17,401	
F General Reserves				
General Fund	19,500	0	19,500	The GF balance acts as a necessary contingency against unforeseen events. The balance represents a minimum of 5% of the Council's net budget requirement in line with guidance.
Schools delegated budget	45,555	4,165	49,720	Represents in the main balances held by schools as part of delegated budget responsibility. These balances are not available for Council use but are balances attributable to individual schools.
LA Education Reserve	845	70	915	
LA Admission Appeals Reserve	173	-160	13	
Sub Total General Fund Reserve & School balances	66,073	4,075	70,148	
Grand total	274,804	-106,040	168,764	

Departmental Earmarked Reserves Statement at 31st March 2023

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Adult and Community Services				
Integrated Care	15,737	-7,585	8,152	NHS and Council monies used to support ring fenced projects and integration of health and social care
Great Places to Grow Old	112	0	112	Funding to cover management and staffing costs linked to the transformation of services for older people.
Transforming Systems	4,449	-1,839	2,610	To support the implementation of the Care Act
Public Health	59	-59	0	Help Support Living Well Service implementation
Health Improvement Reserve	282	-33	249	
H&WB Covid Reserve	426	-373	53	Remaining Covid related funding.
H&WB Work Programmes	450	-450	0	
Total Adult and Community Services	21,515	-10,339	11,176	
Children Services				
BSF Unitary Charge	9,597	-21	9,576	These reserves are being built up to ensure that in the future there is sufficient money available to meet the cost of BSF annual contract payments when the PFI grant the Council receives reduces
BSF Unitary Charge Phase 2	6,795	-375	6,420	See above
Travel Training Unit	354	-354	0	To provide travel training to Children with SEND to encourage independent travel.
Retail Academy (Skills for Employment)	51	0	51	Skills for work
SEND Inspection Resource	195	-195	0	To provide resource to assist with preparation for inspection.

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
One Workforce Reserve	464	0	464	Workforce development schemes funded from Leeds City Region business rates pool.
Creative Skills	27	0	27	Workforce development schemes funded from LCR business rates pool.
ICE Advanced Skills	308	0	308	Training for post 16 Children through Industrial Centres of Excellence.
Sinking fund for bus replacement Reserve	125	-125	0	Reserve drawn down in 2022-23
Prevention & Early Help Investment	2,053	-2,053	0	Remaining balance of Early help budget investment
Elective Home Education	32	-32	0	
Raising Attainment - Therapeutic Approaches to Learning	457	-457	0	Covid funded
Raising Attainment - Persistence Absence	355	-355	0	Covid funded
Raising Attainment - Language Learning, Phonics, Maths & English	1,566	-1,069	497	Covid funded
Booster-Summer Classes Reserve	309	-309	0	Reserve drawn down in 2022-23
Skills House Reserve	863	-863	0	Reserve drawn down in 2022-23
Youth Offer Reserve	569	-569	0	Reserve drawn down in 2022-23
Child In Care Council (Participation Officer) Covid Reserve	35	-35	0	Covid funded
Total Children	24,155	-6,812	17,343	
Department of Place				
City centre regeneration	51	-51	0	Delivery of City Centre Growth Zone
Taxi Licensing	259	343	602	Statutory requirement to set aside any taxi licensing surplus when setting future fees.
Theatres Box Office	285	-285	0	To fund works associated with Theatres across Bradford.
Culture Service Transition	76	-76	0	To cover costs associated with modernising the service and adopting a different service delivery model.
Torex	10	-10	0	To address e-Govt targets and improve service delivery.

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Tourism Reserve	15	-15	0	To develop a new model of volunteer tourism.
Culture Company	73	-73	0	Help create a Culture Company
Museum Restoration	76	-76	0	Fund for museum improvement
HMO Licencing Scheme	566	53	619	A statutory requirement that fees can only be generated and retained within the HMO licencing function.
VCS Transformation Fund	195	-30	165	Developing peer to peer solutions to building capacity within the VCS
Tree & Woodland Planting Fund	76	-76	0	District wide Tree & Woodland planting fund as part of Woodland Strategy.
PT&H - Local Plan Reserve	470	175	645	For Local Plan
City Park Sinking Fund	888	-738	150	Funding set aside to meet the future maintenance costs of City Park.
European Structural Investment Programme	1,463	-551	912	Match funding for ESIP
Empty Rates Relief Scheme	500	-500	0	Supporting Business Growth
Private Housing Rented Option	200	0	200	Incentives to private landlords.
Homelessness prevention	283	0	283	To fund initiatives to prevent Homelessness.
Longfield Drive Housing Scheme(Council Housing Reserve)	503	0	503	
District Tenants Federation	30	0	30	Funding committed to provide support to District Tenants Federation
Clergy House/Jermyn Court	127	-127	0	Set aside for lifetime maintenance costs of Clergy House/Jermyn Court
Fresh Start	412	0	412	Housing project focussing on offenders
Complex Needs Project	280	0	280	Project to support hard to place vulnerable homeless people

	Opening Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
Adventure & community enterprise Reserve	83	-23	60	Match funding for a Leeds City Region business support project.
Economic Strategy Reserve	186	-54	132	For delivery of the Economic growth strategy.
Bereavement Strategy	576	-304	272	Reserve to fund the Prudential Borrowing element of the Crematoria Investment Programme.
Housing Development Growth Fund	1,282	-1282	0	Approval obtained to roll over unspent monies in recognition of the need to take a strategic and planned approach to stimulating growth, delivery and spend
Housing CPNI Reserve	724	171	895	A statutory requirement that fees can only be generated and retained within the Housing enforcement function.
Well England Reserve	103	-103	0	Programme provides a range of initiatives to support Health & Wellbeing.
New Projects (Parks, Open Spaces and Libraries) Reserve	641	-563	78	
Traffic Management Permit Scheme	600	164	764	
PT6 Implementation Traffic Enforcement Powers	93	-7	86	
Matching Towns Fund for Shipley and Keighley	324	0	324	Match funding for Towns Fund
Local Plan additional funding	300	-300	0	Funding to help complete Local Plan
Road safety	40	-40	0	
Climate change initiatives	705	-470	235	
CAZ Revenue Ring Fenced Reserve	0	2,514	2,514	
City of Culture - Bradford Culture Company Reserve	0	2,500	2,500	
Culture Policy & Events - WYCA Reserve	0	91	91	
Cultural & Sporting Events Reserve	0	203	203	
City of Film Reserve	0	125	125	
Covid Department of Place	4,595	-4,595	0	Remaining Covid related funding
Department of Place	17,090	-4,010	13,080	
Corporate Resources				
HR - Learning & Development Reserve	854	-500	354	Changing the organisation - vision & values, recruitment & selection, development of managers, performance management, leadership &

	Openin g Balance £000	Movement in 2022-23 £000	Latest Balance £000	Comments
				succession planning.
District Elections	255	-79	176	To smooth the cost of District Elections over a four year period.
Non Council Events programme	10	-10	0	To support events put on by non-Council.
Community Support and Innovation Fund	279	-279	0	To support community led service provision and investment in initiatives that engage with vulnerable people.
Subsidy Claim	600	-350	250	Contingent support set aside to address the fluctuations in the subsidy claims.
Revs & Bens Recovery Costs	211	-211	0	Legal fees linked to Council Tax.
ISG over achievement trading reserve	51	0	51	To support ISG
Bradford Learning Network (Broadband)	160	-160	0	Balancing reserve related to Schools Broadband Contract
Emergency Planning Reserve	72	-62	10	To cover costs of covering emergency/critic al alert requirements
Energy unit	385	-385	0	To help smooth effect of price spikes.
Children's E2E Programme Reserve	564	-564	0	
Climate change Reserve	9	-9	0	
Chief Exec's - Climate Emergency & Sustainability	185	-185	0	
Corporate Resources - Covid Impacts	2,732	-1,141	1,591	Remaining Covid related monies
Regen Opportunity - Kirkgate Reserve	0	1,250	1,250	
5yr invest in Child friendly Dist up to & incl 2024/5	100	-35	65	
Total Corporate Resources	6,467	-2,720	3,747	
Total Service Earmarked Reserves	69,227	-23,881	45,346	

Capital Investment Plan

Appendix 3

CS Ref	Scheme Description	Feb 2023-24 Budget + Q4 22-23 Changes	Q1 changes & Carry Forward	Revised Q1 Budget 2023-24	Spend 31 May 2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care													
CS0237a	Great Places to Grow Old	1,500	551	2,051	6	2,500	2,961	1,624	0	0	0	9,136	9,136
CS0237c	Keighley Rd Residential Care Valley View	0	293	293	0	0	0	0	0	0	293	0	293
CS0373	BACES	750	98	848	0	750	750	0	0	0	0	2,348	2,348
CS0239	Community Capacity Grant	0	206	206	21	0	0	0	0	206	0	0	206
CS0311	Autism Innovation Capital Grant	0	19	19	0	0	0	0	0	19	0	0	19
CS0312	Integrated IT system	0	44	44	0	0	0	0	0	44	0	0	44
CS0532	Changing Places Toilets	230	102	332	0	0	0	0	0	212	0	120	332
CS0535	Beckfield Resource Centre	0	36	36	0	0	0	0	0	0	0	36	36
CS2000	DDA	50	31	81	0	80	10	0	0	0	0	171	171
Total - Adult Social Care		2,530	1,380	3,910	27	3,330	3,721	1,624	0	481	293	11,811	12,585
Children's Services													
CS0249	Schools DRF	0	1,500	1,500	0	0	0	0	0	1,500	0	0	1,500
CS0022	Devolved Formula Capital	0	568	568	1,419	0	0	0	0	568	0	0	568
CS0030	Capital Improvement Work	100	0	100	1	100	100	0	0	300	0	0	300
CS0240	Capital Maintenance Grant	3,194	2,552	5,746	211	0	0	0	0	5,746	0	0	5,746
CS0244a	Primary Schools Expansion Programme	1,000	-658	342	0	0	0	0	0	342	0	0	342
CS0244b	Silsden School	600	1,300	1,900	60	0	0	0	0	1,900	0	0	1,900
CS0244c	SEN School Expansions	3,000	1,000	4,000	38	4,000	6,000	1,900	0	15,900	0	0	15,900
CS0362	Secondary School Expansion	0	371	371	0	1,000	0	0	0	1,371	0	0	1,371
CS0421	Healthy Pupil Capital Grant	0	32	32	14	0	0	0	0	32	0	0	32
CS0436	Children's Homes	0	17	17	0	0	0	0	0	0	0	17	17
CS0488	Digital Strategy	100	-20	80	40	100	0	0	0	0	0	180	180
CS0500	TFD	500	-487	13	0	0	0	0	0	0	0	13	13
CS0531	Bingley Grammar Expansion	3,000	-2,049	951	12	1,500	2,500	1,100	0	6,051	0	0	6,051
CS0550	SEND Expansion Titus Salt School	2,000	-1,996	4	0	3,990	0	0	0	0	0	3,994	3,994
CS0559	Connect the Classroom	0	73	73	73	0	0	0	0	73	0	0	73

CS Ref	Scheme Description	Feb 2023-24 Budget + Q4 22-23 Changes	Q1 changes & Carry Forward	Revised Q1 Budget 2023-24	Spend 31 May 2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0561	Schools Capital Improvement Programme 2023-24	0	493	493	0	2,500	0	0	0	2,993	0	0	2,993
Total - Children's Services		13,494	2,696	16,190	1,869	13,190	8,600	3,000	0	36,776	0	4,204	40,980
Place - Economy & Development Services													
CS0136	Disabled Housing Facilities Grant	3,000	2,137	5,137	591	4,058	4,058	4,058	0	5,100	0	12,211	17,311
CS0137	Development of Equity Loans	700	70	770	41	700	700	0	0	0	0	2,170	2,170
CS0144	Empty Private Sector Homes Strat	0	279	279	4	0	0	0	0	279	0	0	279
CS0250	Goitside	0	0	0	0	178	0	0	0	0	0	178	178
CS0496	Towns Fund Keighley & Shipley	0	68	68	4	0	0	0	0	68	0	0	68
CS0527	Towns Fund Keighley P2	13,946	-5,712	8,234	492	12,745	11,519	0	0	32,498	0	0	32,498
CS0526	Towns Fund Shipley P2	7,763	-2,858	4,905	42	9,597	9,598	0	0	24,100	0	0	24,100
CS0084	City Park	0	192	192	0	0	0	0	0	0	0	192	192
CS0085	City Centre Growth Zone	0	350	350	0	650	300	0	0	0	0	1,300	1,300
CS0291	One City Park	16,000	-469	15,531	2,609	2,902	0	0	0	3,294	15,134	5	18,433
CS0228	Canal Road	100	0	100	0	0	0	0	0	0	0	100	100
CS0266	Superconnected Cities	0	400	400	0	429	0	0	0	0	0	829	829
CS0265	LCR Revolving Econ Invest Fund	658	-658	0	0	658	0	0	0	0	0	658	658
CS0107	Markets	21	0	21	0	0	0	0	0	0	0	21	21
CS0363	Markets - City Centre	4,458	6,495	10,953	2,247	325	0	0	0	1,926	5,364	3,988	11,278
CS0411	Parry Lane	0	21	21	0	0	0	0	0	0	0	21	21
CS0408	City Village - stage one	0	750	750	0	0	0	0	0	0	0	750	750
Total - Place - Economy & Development Services		46,646	1,065	47,711	6,030	32,242	26,175	4,058	0	67,265	20,498	22,423	110,186
Place - Planning, Transportation & Highways													
CS0178	Ilkley Moor	0	13	13	0	0	0	0	0	13	0	0	13
CS0285	Blight Sites	175	275	450	0	0	0	0	0	0	0	450	450
CS0071	Highways S106 Projects	0	199	199	0	0	0	0	0	199	0	0	199
CS0372	Countryside S106 Projects	200	64	264	4	0	0	0	0	264	0	0	264
CS0095	Bridges	0	0	0	9	0	0	0	0	0	0	0	0
CS0096	Street Lighting	0	0	0	2	0	0	0	0	0	0	0	0

CS Ref	Scheme Description	Feb 2023-24 Budget + Q4 22-23 Changes	Q1 changes & Carry Forward	Revised Q1 Budget 2023-24	Spend 31 May 2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0172	Saltaire R/about Cong& Safety Works	0	4	4	0	0	0	0	0	4	0	0	4
CS0282	Highways Strategic Acquisitions	0	176	176	0	0	0	0	0	176	0	0	176
CS0293	West Yorks & York Transport Fund	11,322	-9,813	1,509	191	12,937	0	0	89,897	104,343	0	0	104,343
CS0396	WYTF Corr Imp Projects	4,331	548	4,879	233	2,100	2,000	943	0	9,922	0	0	9,922
CS0512	Bradford Beck	1,000	441	1,441	1	450	0	0	0	577		1,314	1,891
CS0296	Pothole Funds	0	73	73	2	0	0	0	0	73	0	0	73
CS0306a	Strategic Transport Infrastructure Priorities	965	0	965	0	0	0	0	0	0	0	965	965
CS0323	Flood Risk Mgmt	0	71	71	27	0	0	0	0	71	0	0	71
CS0398	Bfd City Ctre Townscape Heritage	1,000	-408	592	2	0	0	0	0	419	0	173	592
CS0430	Highways Maint Fund	0	97	97	3	0	0	0	0	97	0	0	97
CS0432	Steeton/Silsden Crossing	0	7	7	7	0	0	0	0	7	0	0	7
CS0450	CILS payments	0	47	47	47	0	0	0	0	47	0	0	47
CS0434	Smart Street Lighting	29,573	-8,863	20,710	828	5,261	2,933	0	0	0	28,904	0	28,904
CS0455	IP4 projects	0	511	511	6	0	0	0	0	511	0	0	511
CS0464	Ben Rhydding Railway Station Car Park	0	0	0	0	1,042	750	259	0	2,051	0	0	2,051
CS0467	Transforming Cities Fund (TCF)	0	8,120	8,120	496	0	0	0	0	6,882	0	1,238	8,120
CS0469	IP4 Safer Roads 20-21	0	0	0	5	0	0	0	0	0	0	0	0
CS0470	IP4 Safer Roads 21-22	0	610	610	12	0	0	0	0	610	0	0	610
CS0529	Safer Roads 22-23	1,164	488	1,652	95	1,164	1,164	1,164	0	5,144	0	0	5,144
CS0562	CRSTS - Safer Roads 23/24	0	1,232	1,232	0	0	0	0	0	1,232	0	0	1,232
CS0483	Motorcycle Parking	0	40	40	0	0	0	0	0	40	0	0	40
CS0486	Active Travel Fund Programme	0	861	861	15	0	0	0	0	861	0	0	861
CS0494	City Centre Bollards	0	5	5	0	0	0	0	0	0	0	5	5
CS0502	Corridor Improvement Prog (CIP2)	0	75	75	-292	0	0	0	0	75	0	0	75
CS0477	CCTV Infrastructure	0	485	485	0	0	0	0	0	0	0	485	485
CS0533	UTMC – CRSTS Traffic Mgmt System	1,150	-1,150	0	121	1,150	1,150	1,150	0	3,450	0	0	3,450
CS0539	Traffic Management	0	230	230	0	0	0	0	0	0	230	0	230
CS0542	UTMC – CRSTS Traffic Mgmt System22-23	10,657	1,766	12,423	1,043	10,657	10,657	10,657	0	44,394	0	0	44,394
CS0555	Moorland Restoration for Climate Emergency	0	250	250	0	150	0	0	0	200	0	200	400
CS0556	Kings Road Sustainable Transport Corridor – CRSTS	0	1,334	1,334	8	0	0	0	0	1,334	0	0	1,334
Total Place - Planning, Transportation & Highways		61,537	-2,212	59,325	2,866	34,911	18,654	14,173	89,897	182,996	29,134	4,830	216,960

CS Ref	Scheme Description	Feb 2023-24 Budget + Q4 22-23 Changes £'000	Q1 changes & Carry Forward £'000	Revised Q1 Budget 2023-24 £'000	Spend 31 May 2023 £'000	2024-25 Budget £'000	2025-26 Budget £'000	2026-27 Budget £'000	2027 onwards £'000	Specific Grants, cap receipts, reserves £'000	Invest to Save Funding £'000	Corporate Borrowing £'000	Budget Total £'000
Dept of Place - Clean Air Zone													
CS0471	Clean Air Zone	10,335	-2,110	8,225	663	3,080	2,265	0	0	13,570	0	0	13,570
Total Place - Clean Air Zone		10,335	-2,110	8,225	663	3,080	2,265	0	0	13,570	0	0	13,570
Dept of Place - Waste, Fleet & Transport													
CS0060	Replacement of Vehicles	0	2,500	2,500	448	1,541	0	0	0	0	4,041	0	4,041
CS0517	Electric vehicles	608	-88	520	67	355	18	0	0	0	197	696	893
CS0435	Sugden End Landfill Site	0	22	22	0	0	0	0	0	0	0	22	22
CS0359	Community Resilience Grant	0	3	3	0	0	0	0	0	3	0	0	3
CS0497	Climate Change Initiatives – Vehicles	0	105	105	0	0	0	0	0	105	0	0	105
CS0503	Environmental Delivery Works	0	22	22	3	0	0	0	0	0	0	22	22
Total Place - Waste, Fleet & Transport		608	2,564	3,172	518	1,896	18	0	0	108	4,238	740	5,086
Dept of Place - Neighbourhoods & Customer Services													
CS0378	Customer Services Strategy	20	30	50	0	0	0	0	0	0	0	50	50
CS0506	Ilkley Parking	0	26	26	0	0	0	0	0	0	26	0	26
CS0510	Ilkley Footbridge	0	28	28	0	0	0	0	0	0	0	28	28
Total Place - Neighbourhoods & Customer Services		20	84	104	0	0	0	0	0	0	26	78	104
Dept of Place - Sports & Culture													
CS0487	Alhambra Theatre Lift	0	2	2	0	0	0	0	0	0	0	2	2
CS0162	Capital Projects - Recreation	15	0	15	4	0	0	0	0	15	0	0	15
CS0530	LDP (Active Bradford)	400	-42	358	4	50	0	0	0	408	0	0	408
CS0501	Parks Development Fund	0	275	275	-10	0	0	0	0	275	0	0	275
CS0404	Sports Pitches	28	246	274	0	0	0	0	0	157	0	117	274
CS0537	Silsden Park Section 106 Projects	0	224	224	0	0	0	0	0	224	0	0	224
CS0489	Playable Spaces	500	37	537	117	0	0	0	0	0	0	537	537

CS Ref	Scheme Description	Feb	Q1	Revised	Spend 31	2024-25	2025-26	2026-27	2027	Specific	Invest to	Corporate	Budget
		2023-24	changes &	Q1									
		Budget +	Carry	Budget	May 2023	Budget	Budget	Budget	onwards	receipts, reserves	Funding		
		Q4 22-23	Forward	2023-24	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
		Changes											
CS0403	Bereavement Strategy	10,025	-2,544	7,481	387	8,000	1,055	0	0	0	7,000	9,536	16,536
CS0277	Wyke Community Sport Hub	0	0	0	3	0	0	0	0	0	0	0	0
CS0508	Theatres Website	0	45	45	0	0	0	0	0	45	0	0	45
CS0245	Doe Park	0	27	27	7	0	0	0	0	27	0	0	27
CS0461	Shipleigh Gym extension & equipment	0	51	51	0	0	0	0	0	0	0	51	51
CS0356	Sedbergh SFIP	0	46	46	0	0	0	0	0	0	0	46	46
CS0354	Squire Lane	15,000	-11,255	3,745	450	18,510	14,936	10,000	0	18,754	19,410	9,027	47,191
CS0482	Marley Replacement Pitch	0	5	5	0	0	0	0	0	5	0	0	5
CS0498	Libraries IT Infrastructure	0	165	165	0	0	0	0	0	0	60	105	165
CS0509	Libraries (Equipment/Shelving)	0	21	21	0	0	0	0	0	21	0	0	21
CS0541	Levelling Up Parks – Grosvenor Park	0	85	85	0	0	0	0	0	85	0	0	85
CS0534	Libraries as Locality Hubs (LIF)	100	122	222	4	0	0	0	0	222	0	0	222
CS0543	Corn Mill Green Improvements, Steeton	0	49	49	41	0	0	0	0	49	0	0	49
CS0548	Bradford Park Avenue Projects	0	1,004	1,004	169	0	0	0	0	1,004	0	0	1,004
CS0549	Allerton Cricket Clubhouse	0	0	0	14	0	0	0	0	0	0	0	0
CS0552	Bowling Cemetery Extension	2,380	-15	2,365	19	0	0	0	0	0	0	2,365	2,365
CS0560	Marley Tip Top Land Slip	0	500	500	0	1,000	500	0	0	0	0	2,000	2,000
Total Place - Sports & Culture		28,448	-10,952	17,496	1,210	27,560	16,491	10,000	0	21,291	26,470	23,786	71,547
Corp Resources - Estates & Property Services													
CS0333	Argus Chambers / Britannia House	0	151	151	0	0	0	0	0	0	0	151	151
CS0511	Property Programme 21-22	0	292	292	5	0	0	0	0	0	0	292	292
CS0528	Property Programme 22-23	2,000	381	2,381	104	0	0	0	0	0	0	2,381	2,381
CS0554	Property Programme 23-24	0	2,000	2,000	10	0	0	2,000	0	0	0	4,000	4,000
CS0540	ISG Door Router	0	3	3	0	0	0	0	0	3	0	0	3
CS0230	Beechgrove Allotments	0	0	0	0	0	148	0	0	148	0	0	148
CS0050	Carbon Management	0	0	0	80	0	0	0	0	0	0	0	0
CS0476	Carbon and Other Mngmt Efficiencies P2	800	-20	780	2	500	750	0	0	0	0	2,030	2,030
CS0420	Electric vehicle charging Infr (Taxi Scheme)	0	56	56	0	0	0	0	0	56	0	0	56
CS0495	Bradford LAD Scheme	0	124	124	173	0	0	0	0	124	0	0	124
CS0381	Godwin St	3,000	1,986	4,986	1,061	2,000	0	0	0	0	6,986	0	6,986

CS Ref	Scheme Description	Feb 2023-24 Budget + Q4 22-23 Changes	Q1 changes & Carry Forward	Revised Q1 Budget 2023-24	Spend 31 May 2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0409	Coroner's Court and Accommodation	0	350	350	2	0	0	0	0	0	0	350	350
CS0445	Core IT Infrastructure	4,000	-133	3,867	0	2,360	0	0	0	0	0	6,227	6,227
CS0520	Regeneration Opportunity	2,500	-1,966	534	25	5,500	4,000	2,000	0	4,000	0	8,034	12,034
CS0408	City Village	0	0	0	23	74	0	0	0	0	0	74	74
CS0522	Children's Homes Capital Works	0	121	121	21	0	0	0	0	0	0	121	121
CS0525	Baildon Library	500	429	929	6	0	0	0	0	929	0	0	929
CS0551	Future Security Strategy	965	40	1,005	527	0	0	0	0	100	0	905	1,005
Total Corp Resources – Estates & Property Services		13,765	3,814	17,579	2,039	10,434	4,898	4,000	0	5,360	6,986	24,565	36,911
Reserve Schemes & Contingencies													
CS0395z	General Contingency	1,000	257	1,257	0	1,000	1,000	0	0	0	0	3,257	3,257
CS0532z	Changing Places Toilets	0	182	182	0	0	0	0	0	0	0	182	182
CS0237z	Great Places to Grow Old	0	0	0	0	4,033	0	0	0	0	4,033	0	4,033
CS01234z	Top of Town Public realm works	0	1,725	1,725	0	1,175	0	0	0	1,800	0	1,100	2,900
CS0397z	Property Programme	2,000	-2,000	0	0	2,000	4,000	2,000	0	0	0	8,000	8,000
CS0399z	Strategic Acquisition	5,000	-5,000	0	0	5,000	5,000	10,000	0	0	20,000	0	20,000
CS0400z	Keighley One Public Sector Est	200	-200	0	0	200	400	400	0	0	1,000	0	1,000
CS0402z	Canal Road Land Assembly	450	-450	0	0	450	0	0	0	0	0	450	450
CS0401z	Depots	0	0	0	0	2,000	1,000	0	0	0	0	3,000	3,000
CS0404z	Sports Pitches	2,500	-1,500	1,000	0	4,000	3,500	284	0	2,383	0	6,401	8,784
CS0489z	Playgrounds	2,750	-1,750	1,000	0	1,500	1,337	0	0	1,035	0	2,802	3,837
CS0405z	City Hall	500	0	500	0	3,000	3,500	500	0	0	3,750	3,750	7,500
CS0408z	City Village	0	0	0	0	1,925	0	0	0	0	0	1,925	1,925
CS0060z	Vehicles	3,000	-3,000	0	0	3,000	0	0	0	0	3,000	0	3,000
CS0060zb	Electric vehicles/ New street cleansing	623	-623	0	0	623	0	0	0	0	623	0	623
CS0472z	District Heating	0	0	0	0	750	750	0	0	0	0	1,500	1,500
CS0473z	Renewable Energy (Solar Farm)	1,000	-1,000	0	0	3,000	2,000	0	0	2,000	3,000	0	5,000
CS0474z	Transforming cities fund	13,737	0	13,737	0	44,090	9,444	0	0	67,271	0	0	67,271
CS0480z	Flood Alleviation	85	-85	0	0	0	0	0	0	0	0	0	0
CS0484z	New Reserve	2,000	0	2,000	0	0	0	0	0	0	0	2,000	2,000

CS Ref	Scheme Description	Feb 2023-24 Budget + Q4 22-23 Changes	Q1 changes & Carry Forward	Revised Q1 Budget 2023-24	Spend 31 May 2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2021-22 Schemes													
CS0488z	Lap tops for Children	200	-200	0	0	200	200	0	0	0	0	400	400
CS0244z	SEND	0	0	0	0	1,500	500	0	0	0	0	2,000	2,000
2022-23 Schemes													
CS0060w	Vehicles	0	0	0	0	0	3,000	0	0	0	3,000	0	3,000
CS0395w	Contingency	0	0	0	0	1,000	0	0	0	0	0	1,000	1,000
CS0538w	Energy efficiency	500	-250	250	0	500	500	500	250	0	0	2,000	2,000
CS0144w	Empty Private Sector Homes Strategy	1,000	-1,000	0	0	1,000	1,000	1,000	1,000	4,000	0	0	4,000
2023-24 Schemes													
CS0395f	Children's Residential Care	3,000	-2,500	500	0	2,900	1,800	0	0	0	0	5,200	5,200
CS0395i	Inflation Contingency	5,000	-1,100	3,900	0	5,000	0	0	0	0	0	8,900	8,900
CS0395e	City Centre Regeneration	8,000	0	8,000	0	10,000	0	0	0	0	0	18,000	18,000
CS0395j	Area office accommodation	800		800	0	0	0	0	0	0	0	800	800
CS0395m	Bereavement Strategy – Phase 2	620	380	1,000	0	2,620	0	0	0	0	0	3,620	3,620
CS0445f	IT Programme	0	0	0	0	0	0	2,000	0	0	0	2,000	2,000
CS0060f	Vehicles	0	0	0	0	0	0	3,000	0	0	0	3,000	3,000
CS0397f	Property Programme	0	0	0	0	0	0	4,000	0	0	0	4,000	4,000
CS0395g	Contingency	0	0	0	0	0	0	1,000	0	0	0	1,000	1,000
Total - Reserve Schemes & Contingencies		53,965	-18,114	35,851	0	102,466	38,931	24,684	1,250	78,489	38,406	86,287	203,182
TOTAL - General Fund		231,348	-21,785	209,563	15,223	229,109	119,753	61,539	91,147	406,336	126,051	178,724	711,111

Place - Housing

CS0237b	Keighley Rd Extra Care Fletcher Court	0	62	62	-196	0	0	0	0	0	0	62	62
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CS Ref	Scheme Description	Feb 2023-24 Budget + Q4 22-23 Changes	Q1 changes & Carry Forward	Revised Q1 Budget 2023-24	Spend 31 May 2023	2024-25 Budget	2025-26 Budget	2026-27 Budget	2027 onwards	Specific Grants, cap receipts, reserves	Invest to Save Funding	Corporate Borrowing	Budget Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CS0407	Property Acquisition – Local Authority Housing Fund (LAHF)	0	1,580	1,580	0	4,471	0	0	0	5,051	1,000	0	6,051
Total - Housing Revenue Account (HRA)		0	1,642	1,642	-196	4,471	0	0	0	5,051	1,000	62	6,113
Reserve Schemes & Contingencies (HRA)													
CS0407z	Affordable Housing	5,000	-4,000	1,000	0	10,000	10,000	8,224	0	14,430	14,794	0	29,224
CS0558z	HRA Disabled Adaptations	0	140	140	0	40	40	0	0	0	220	0	220
TOTAL - HRA		5,000	-2,218	2,782	-196	14,511	10,040	8,224	0	19,481	16,014	62	35,557
TOTAL - All Services		236,348	-24,003	212,345	15,028	243,620	129,793	69,763	91,147	425,817	142,065	178,786	746,668

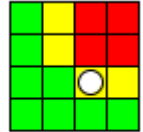
Bradford Council Strategic Risk Register

Fourth Quarter Review 2022-23



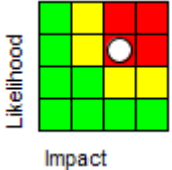
Code & Title	SR 01 BCM BCM Critical facilities			Current Risk Matrix	
Description	Disruption of services and infrastructure arising from a civil contingency or business continuity incident. Critical facilities - premises, IT & communication systems, key staff resource - become unavailable				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> The Council is unable to function - some or all delivery priorities jeopardised. The Council is unable to meet its Corporate targets. The reputational risk to the Council is adversely effected. The welfare and safety of the Council's citizens is at risk. Increasing incidence and impact of service interruption events. Failure of business-critical systems. 				
Internal Controls	<ul style="list-style-type: none"> All services should have in place business continuity plans which should be reviewed annually by the Head of the relevant Service and shared with the Emergency Management Team. These plans are owned by the relevant Service Assistant Director. All plans across the Council's services will be reviewed in the new financial year and will include specific risk assessments and mitigation in place for different risks. Plans identify a list of critical and statutory functions for their service (Annex A), Generic Actions (B) and Specific Action to take in relation to identified risks (C). The Emergency Management Team coordinates the Councils approach to an incident/emergency and lead on the requirements of the Civil Contingencies Act 2004 which are: to make risk assessments, create emergency plans, communicate with the public, co-operate with other responding organisations, share information with other responders, make our own business continuity arrangements and promote business continuity to businesses. This is coordinated at a regional level by the West Yorkshire Resilience Forum, made up of the Blue Lights services, 5 local authorities, MHCLG, and key utilities and partner organisations such as the Environmental Agency and Yorkshire Water. 				

	<ul style="list-style-type: none"> • The 7 key duties of the CC Act are covered in key work area sub groups; a key group is the Training, Exercise and Development Group. The remit of this 'multi agency' group is to work in partnership and develop exercises where plans are tested to strengthen resilience and overcome weaknesses in via a range of scenarios, such as incidents caused by bad weather, CBRN (chemical, biological, radiological and nuclear) events, flooding, Cyber-attack, terrorist related attacks and more. These exercises are sometimes "live" and may take place in real time, but may also be table top. Different injects are added during the day and the outcomes debriefed for lessons identified which are built back into the plans. • The Emergency Management Service is on call 24 hours per day, 365 days a year and are responsible for co-coordinating the Council's response to an incident or emergency situation. • There is an Emergency Control Centre away from the City should there be an incident affecting these. • Exercise mighty oak is taking place at the end of March 2023 and is testing a National response to a power outage
Assurance Mechanisms	Services' Business Continuity Plans which must be reviewed annually by the Assistant Director (or a nominated deputy) as the plan owner. These plans will be reviewed by the Emergency Management Team and Internal Audit Team.
Date Reviewed	20/03/23
Actions / Controls under development	Business Continuity requires a full new review of all plans to ensure that all are appropriate and fit for purpose. There is a new strategy written and we are working with 2 areas of the council to trial this. The Emergency planning Manager has been unsuccessful in securing funding for a BC post so it is unlikely that BC roll out will happen this year.
Managed By	Susan Spink
Administered By	Matthew Baggley

Code & Title	SR 02 HSG Inadequate Housing Supply			Current Risk Matrix	
Description	Changing demographics and demand pressures, changes in national policy (especially as relating to affordable housing) and a period of reduced housing construction, leads to an inadequate housing supply in terms of type, quality, accessibility and affordability. This will impede the Council's progress towards the corporate priority of decent homes that people can afford to live in. In March 2019 MHCLG published guidance which requires Local Authorities to open a Housing Revenue Account (HRA) where their stock exceeds 200 units. The HRA business plan and financial position is outstanding and we cannot plan a delivery programme until we have a clear understanding. Furthermore, work is ongoing to fully understand the impact of Covid 19 / inflationary rates on housing supply and demand.			 Likelihood	
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • Reduced scope for economic development and adverse impact on labour market due to reduced mobility and availability. • Negative impact on regeneration priorities and neighbourhoods. • Negative impact and wasted resources associated with a large number of empty homes. • Negative impact on health priorities as inadequate housing contributes to chronic health problems, critical incidents such as falls and delays discharge back in to the community • Negative impact on education priorities as inadequate housing affects children's educational attainment. • Reduced performance on key indicators – net additional homes (CIS_05/ NI 154) and number of affordable homes delivered (NI 155). • Negative impact on homelessness and greater use of temporary accommodation 				
Internal Controls	<ul style="list-style-type: none"> • 'A Place to Call Home, A Place to Thrive, Housing Strategy for Bradford District, 2020-2030' was endorsed at Executive in January 2020 - sets out the vision, priorities, challenges and approach for meeting the housing needs of the residents of the district. It was partner led and entailed considerable consultation and a robust evidence base. • Homelessness and Rough Sleeping strategy 2020-25 for the district was endorsed at Executive in January 2020 - sets out the vision, themes and priority actions identified for tackling homelessness and rough sleeping over the next five years. Will guide and influence the policies and delivery programmes of partners and stakeholders. • Progress on the strategies is reported annually to Regeneration and Environment Overview and Scrutiny Committee. • In February 2020, Executive approved to formally adopt the Homes and Neighbourhoods Design Guide as a Supplementary Planning Document (SPD) for use in the determination of planning applications. The purpose of the Guide will be to achieve a step change in the quality of new housing development in the District It sets a vision for "green, safe, inclusive and distinctive neighbourhoods that create healthy communities for all." • Documented evidence base for Housing and Homelessness Strategy which reflects anticipated demographic and demand changes and other regular monitoring of trends such as Housing Market tracker. • Number of other housing related strategies, policies and programmes setting out actions and interventions to address housing supply/ provision including the Local Investment Plan, area plans, Great Places to Grow Old programme, Empty Homes Delivery Plan and Private Sector Housing Enforcement Policy. An updated Strategic Land Assessment (SLA) has been published (February 2021) by the Planning Service alongside the recent Local Plan consultation. This illustrates the current land supply position and whether there is sufficient land is made available during the life of the Local Development Plan to meet the District's housing needs including determining whether there is a 5 year supply of deliverable housing land (as required by Government). The Brownfield Register of land available for housing was updated and published in Dec 2020. Comprehensive analysis Council's land bank / sites that have been declared surplus to develop a pipeline of sites suitable for housing; will enable us to take a strategic approach to land and assets; one that ensures best use of land to meet our strategic objectives and priorities maximises housing outputs. In August 2020, the council published an updated Housing Delivery Test Action Plan 				

	<p>(HDTAP). This identified potential barriers to housing delivery in the District and actions / proactive steps to address obstacles and promote delivery. The actions will help to ensure that our future housing needs can be met, and that our economic growth ambitions will be supported through the provision of new, quality housing. The update showed progress since 2019 HDTAP. Work is underway on a new economic strategy and this will refresh our understanding of the housing market ensuring assumptions are based on a more up to date needs analysis.</p> <ul style="list-style-type: none"> • Ongoing monitoring of external factors which may impact on housing development and improvement in the District, such as the impact of Covid19 and Brexit and the potential impact that this will have on developer confidence, general economic conditions and political/ legislative changes such as changes in the approach to provision of affordable housing. These factors taken into account and acted on in development of relevant plans and policies. • Key indicators relating to housing functions reported in the Council Plan. • Development and Enabling team working to maximise the number of new affordable homes in the District through working in partnership with Registered Providers and Homes England to attract affordable housing grant and private finance to support the delivery of new build Affordable Housing schemes. The Council has delivered over 400 affordable homes for rent to date. • Planning service ensure provision of affordable housing is maximised through Section 106 planning agreements on larger private development schemes • Housing Standards team apply the Council’s statutory enforcement powers to improve the standards of accommodation in the growing private rented sector – dealt with approximately 2160 requests for assistance during 2020/21. (Work is in progress to refresh these figures for the period 2022/23). • The SHMA was updated in 2019– An addendum was produced February 2021 and this supplements the 2019 SHMA (Refresh of this will be in line with the National Planning Policy Framework). • Work with the Leeds City Region and energy providers to develop and deliver energy efficiency improvements to the District’s housing stock. • Invest in a proactive programme of interventions to bring empty homes back in to use. • Allocations Policy which ensures access to social housing and supports employment mobility. Council provides Housing Options service which proactively seeks to prevent homelessness. • Private Sector Lettings Scheme developed to make better use of private rented sector in meeting housing need. • Monitoring of impacts of welfare reforms (e.g. benefits cap, roll-out of Universal Credit, Under 35s, LHA caps) ongoing, with short-term impacts mitigated via Discretionary Housing Payments (DHPs). • The Authority Annual Monitoring Report reports on both local plan progress and delivery of new homes.
Assurance Mechanisms	Study has been produced by ARC4, in support of the local plan which was published in 2019. An addendum was produced February 2021 and this supplements the 2019 SHMA (Refresh of this will be in line with the National Planning Policy Framework).
Date Reviewed	03.04.2023
Actions / Controls under development	<ul style="list-style-type: none"> • An updated Strategic Housing Market Assessment (SHMA) and Local Housing Needs National Planning Policy Framework (NPPF) July 2018 brought in significant changes in relation to housing, in particular a new national standardised method for calculating housing need + result in a reduced minimum annual housing need for the District. The Government further reviewed the standard method in a summer 2020 consultation. The final revised standard method was issued in December 2020. This increased the need figure for the District including an additional 35% uplift (allocated to the top 20 cities). The Government is reviewing its wider planning reforms including the approach to housing scale and distribution and anticipate changes in Spring 2023. • Local Plan continues to make progress with a Regulation 18 consultation on the Local Plan taking place in February/March 2021. This included a comprehensive set of proposed site allocations and a further call for sites. The consultation progressed on the basis of the meeting the need element of the current standard method housing need figure of 1704 dwellings per annum and not full requirement with the 35% on top (set for the top 20 cities). The Local Plan will progress towards a submission plan over the next 12 months. Work is ongoing to prepare the new Local Plan and this will set out how the district will grow over the next 15-20 years. • Facilitate capital investment by partner organisations in order to exploit new financial models for the supply of housing in the District. • Consideration of options for the delivery and management of affordable housing by the Council beyond the 2015-2018 Affordable Housing Programme. An internal Growth Board is in situ to govern capital investment / new models of delivery. • Secured Local Authority Housing Fund to deliver 30 social houses for refugee resettlement. • Approval of City Village to the next phase, masterplanning through to planning permission. Will deliver 1000 homes over the next decade. • Housing Revenue Funding has supported preparation of 6 council owned sites for market that will deliver circa 100 affordable homes.

	<ul style="list-style-type: none">• Further Housing Revenue Funding secured to undertake further feasibility work on the New Bolton Woods site, focused on providing key highway infrastructure to unlock further housing development.• 17 additional council owned sites have been included on the pipeline for the next round of Housing Allocations Fund.
Managed By	Angela Blake
Administered By	Jo Hinchliffe

Code & Title	SR 03 DEG Delivering Economic Growth			Current Risk Matrix	
Description	<p>Bradford Economic Growth Strategy seeks to grow the economy by £4 million with an additional 24,000 jobs and up-skilling 48,000 people to Level 3 by 2030. Provision of new, and the maintenance of new and existing infrastructure to sustain and unlock new growth is challenging, particularly where development values are low or remediation or development costs are high.</p> <p>Economic uncertainty could delay regeneration and growth impacting on strategic decisions and inward investment.</p> <p>COVID-19 impacts on the economy are significant and have resulted in the greatest economic downturn on record. OBR estimates the economy will shrink by 11% in 2020 due to the economic restrictions imposed to control the spread of the Coronavirus. Applied to Bradford this would mean a fall in the value of our economy from £9.5 billion in 2019 to a figure of £8.4 billion in 2020. Extension of restrictions into 2021 will further undermine economic growth and will lead to further jobs losses and business failures. Work is happening on a new economic strategy and these figures will be updated in-line with that programme of work.</p>				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Income raised through council tax and business rates and New Homes Bonus etc. is less than predicted and/or costs are higher than forecast Inability to raise funds for projects and regeneration projects not completed Potential damage to the Council's reputation and the Economic Partnership Not able to meet member, government and the public's expectations Deteriorating physical and infrastructure assets Young people are not equipped to achieve their potential within the district Business failure rate increases and unemployment increases due to the impact of Covid-19 - still in recovery and work is ongoing to define impact alongside cost of living crisis. Long term cost implications of dealing with social issues linked to economic deprivation Undermine recent progress that had seen Bradford employment rising and a closing gap with the UK on key metrics such as resident based earnings Business relocating out of the Districts. 				
Internal Controls	<ul style="list-style-type: none"> Key account management with major businesses and employers to enhance business relationships and engagement with the private sector through various networks e.g. regular Property Forum; City Region joint working; district wide events. Joint attendance with Leeds City Region at Investor events in London progresses engagement with key investors. Comprehensive Invest in Bradford website www.investinbradford.com Partnership working - supporting effective local and regional strategic partnerships e.g. West Yorkshire Combined Authority activity. Growth Deal project development and Economic Strategy in place and progress monitored. Delivery of the £1.4 billion West Yorkshire Economic Recovery Plan. Strategic planning and leadership e.g. Bradford Economic Partnership launched 6.3.18. www.madeinbradford.com Utilisation of housing investment as a key factor in regeneration e.g. to meet affordable homes targets (see separate corporate risk on Housing). Respond to Government consultations and participate on working groups focussing on key policy areas Business Development Zones studies completed for 4 areas in Bradford, Shipley, and two in Keighley Rapid deployment of Government grants to eligible businesses. This has included ensuring that £125 million of Small Business Grant Fund and Retail, Hospitality and Leisure Business Grant Fund has been paid to over 11,000 businesses throughout the crisis - the third highest amount of any city authority district in England after Birmingham and Leeds. A further £6.9 million of Local Authority Discretionary Grant funds has been paid to 639 businesses - the second highest amount after Birmingham. 				

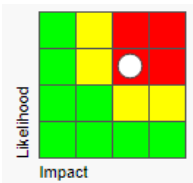
	<ul style="list-style-type: none"> Partnership response developed and survey work undertaken to establish impacts and inform response The Economic Recovery Plan agreed in January 2021 will require significant levels of Government support to address the economic challenges and opportunities presented by Covid-19 and the need to address wider economic trends such as the growth of the digital economy and the emergence of the green economy. (Work is happening on a new economic strategy) Shipley and Keighley Towns Fund Boards established and secured £58m of funding from Government. Development Frameworks have been commissioned to set the vision and ambition for the City and District and to inform future funding rounds, work is ongoing on these for Bradford City, Keighley and Shipley along with detailed master planning for the Southern Gateway. The Development Frameworks will take 9/12 months to complete. Gainshare Capacity Funding has secured which will provide additional capacity and resource to inform future strategic direction. £1.89m has been allocated to Bradford over the next 3 financial years. An Investment Plan has been submitted for the UK Shared Prosperity Fund which replaces European Funding. Bradford has a devolved allocation of £7.5m to deliver outcomes aligned to community infrastructure, business and people and skills. The District will also benefit from regionally delivered programmes. Capacity funding of £400k has also been allocated to Bradford. Four bids have been submitted into Round 2 of the Levelling Up Fund. The total of funding should these be successful is £110m.
Assurance Mechanisms	<ul style="list-style-type: none"> Relationship management - development and monitoring of benefits from key programmes such as the European Structural Investment Fund (ESIF), Homes England, West Yorkshire Transport Plan, Leeds City Region Transport Strategy and related projects, and the Local planning development framework. COVID-19 response reports into Gold / Silver / Bronze command structure.
Date Reviewed	03.04.2023
Actions / Controls under development	<ul style="list-style-type: none"> Implementation of Bradford Economic Recovery Plan and revision of the District Economic Strategy – Delivery Plan in 2021. (Work is happening on a new economic strategy completion dates currently being determined) Next steps towards delivery of the Keighley and Shipley Town Investment Plans, first business cases submitted January 22. Work ongoing and is governed by the Growth Board Implementation of the Bradford District Workforce Plan – initially a COVID-19 proposal to consider scale of Skills House offer Economic Development - service reshaping and restructure progressing. ESIF Programme engagement Maximising opportunities to attract Government funding to support regeneration and economic development activity. Development of Leeds City Region (LCR) pipeline projects; progress Towns Fund Accelerated funding projects for Shipley and Keighley, Getting Building Fund Full Business cases for One City Park, City Village Phase 1 (Markets) and Parry Lane Enterprise Zone. Development of Local Plan Initiatives developed under the Growth Deal to protect priority outcomes Leeds City Region and West Yorkshire Combined Authority action impacting on the District Support for business post Brexit with the LEP Engagement in plans for Shared Prosperity funding in order to maximise future resources Review of Strategic plans underway and employment land research commissioned to identify appropriate interventions NPR growth strategy being developed in consultation with partners. Devo funded Masterplan to be commissioned Jan 2021 – Southern Gateway Board has been established Jan 2023 to govern this work. Review of WY Combined Authority SPA's (spatial priority areas) is being progressed at WYCA. Engagement with WYCA Devolution planning and COVID-19 economic recovery workstream – WYCA Economic Recovery Plan developed and linking to Bradford Recovery Plan incorporating cultural recovery planning. From September 2022 Growth Board has been monitoring work on the new Economic Strategy and Development Frameworks.
Managed By	Angela Blake
Administered By	Jo Hinchliffe

Code & Title	SR 04 SCC Safer Cohesive Community			Current Risk Matrix	
Description	An incident occurs that leads to a rising of community tensions, possibly leading to counter action, civil unrest and criminal activity. As a consequence, there is a direct impact on managing the outcome for the council, police and partners and adverse reputational damage to the 'district'				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Negative impact on trust - between citizens, the Council and its partner agencies. Widening inequality. Cost of managing response is not contained within existing resources (council, police & partners). Breakdown in relationships between different community groups, leading to protracted tensions that need to be managed. Reduction in levels of community cohesion within the district. Adverse media and reputational damage for the district and key agencies. Less effective engagement with citizens and community groups. Communities believe that some sections are treated differently than others. Disproportionate adverse impact on the district's most vulnerable communities. 				
Internal Controls	<ul style="list-style-type: none"> The Stronger Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It monitors delivery of the Council's Stronger Communities strategy. The Safer Communities Partnership is a Strategic Delivery Partnership reporting to the Wellbeing Board. It produces an annual plan to respond to emerging community safety priorities, including issues such as ASB and hate crime, which can have a bearing on community cohesion. The Neighbourhood Service, through the Area Co-ordinators Office's supported by multi agency partners attend a series of Place Based Meetings - reporting community tensions as part of standard agenda - including police, youth service, RSLs etc. Council Wardens record issues that may lead to increased community tensions. Comprehensive action plans ensure each delivery group's objectives are achieved, evidence of effectiveness obtained and performance monitored. Police incidents which may have an impact on tension are shared with relevant partners through a regular 'tensions monitoring' report. Hate Crime is being monitored regularly and Bradford Hate Crime Alliance is commissioned to lead and support victims. The Counter Extremism and the Prevent Strategy programme reduces risk of extremist influences creating divisions between communities. Regional factors are discussed at a West Yorkshire Level meeting. 				
Assurance Mechanisms	<ul style="list-style-type: none"> Ward based working and locality and ward plan assessments provide a regular assessment of community tensions based on above. West Yorkshire Police share their community tension monitoring with Safer Communities team. Community Safety Partnership co-ordinates a Reassurance and Engagement group that convenes on specific issues as and when needed. An annual report on the work of Safer and Stronger Communities and Prevent is considered by the Community Safety Partnership, the Wellbeing Board and the Council's Corporate Overview & Scrutiny Committee. 				

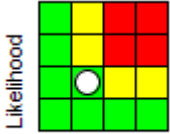
	<ul style="list-style-type: none"> The Council has invested in an additional 15 Assistant Ward Officers and 5 Stronger Communities Partnership & Engagement Officers to increase capacity for response to locality based issues and concerns and to take proactive action to bring people together and celebrate key dates for the districts communities. Area Committees and Executive now have a closer overview of locality plans and response through regular reporting mechanisms.
Date Reviewed	04 April 2023
Actions / Controls under development	<ul style="list-style-type: none"> New governance arrangements have recently been approved by the Wellbeing Board and the Stronger Communities Partnership is now Chaired by the Portfolio Holder for Neighbourhoods and Community Safety, who also Chairs the Community Safety Partnership Board. Together with the addition of Area Committee Chairs on the Stronger Communities Partnership there is now a strengthened connection to locality and a good 'read through' between the two strategic partnerships. A new Stronger Communities Team has been developed to increase capacity for working with communities, to provide voice and influence to under-represented groups and to help manage/mitigate the impacts of any tensions. The new team is now in place and is working well. Five Partnership and Engagement Officers will have a focus on locality and a district wide responsibility for two protected characteristics (Equality Act 2010). West Yorkshire Police share community tension monitoring report with relevant Council teams and officers. Social media continues to pose challenges with real and often 'fake news' leading to heightened tensions locally. Increased investment has been made in corporate communications and through VCS communications to promote public safety messaging and respond to inaccurate social media posts with a 'counter narratives' and training on critical thinking skills. Following an extensive consultation process a set of 'Shared Values' have been developed by the Stronger Communities team that seek to strengthen our links with one another and promote care and respect. An anti-rumour strategy is in place. Assistant Director Neighbourhoods has regular calls with senior police colleagues to discuss emerging issues.
Managed By	Noreen Akhtar
Administered By	Jo Hinchcliffe

Code & Title		SR 06 ENV Environment and Sustainability			Current Risk Matrix	
Description		Responding to Climate Emergency by management of CO2e (Carbon Dioxide equivalent) emissions, helping to manage rising costs, resource pressures and increasing exposure to penalties as a result of demographic changes and other volume & capacity pressures, changing targets, legislation, economic and political pressures. The Clean Air Programme to achieve legal limits for air quality in the District has synergistic effects and benefits as for the CO2e Emission Reduction Programme due to the same emission sources.				
					Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Catastrophic	
	Strategic	Yes	Risk Score	2	4	
	Operational	Yes	Total Score	8		
Potential Effect of Risk		<ul style="list-style-type: none"> • Reputational damage due to failure to meet greenhouse gas reduction targets or if identified as having poor measurement and control systems in place. • Adverse environmental and human consequences from climate change. Additional impacts on air quality and biodiversity due to GHG emission sources often cause synergistic toxic emissions • Damage to Council’s credibility as leader if district-wide targets not developed and then met. • Need to develop new partnerships with district and citizens around creative, local initiatives to enhance sustainability and create circular economies. • Need to re-prioritise and reallocate resources, including structural changes to Council’s delivery programme. • Reduced ability to promote external inward investment. • Amount of energy costs as gross figure and relative to the size of Council’s estate/ activities • Performance against corporate carbon reduction target (annual reduction in line with corporate target of net zero by 2038 with significant progress by 2030) • Performance against climate emergency declaration with implicit target of net zero carbon district by 2038 and significant progress by 2030. Additional metrics will be required to assess progress in this area. • Climate "incidents" now certain to increase in both frequency and severity. These will include surface water flooding, fluvial flooding, high winds and gales, drought, high temperatures, heat waves, cold snaps and high snowfall. • Toxic emissions from the same CO2e emission sources are likely to cause ongoing significant ill-health among residents. • Temperature severity in the District will have implications for energy use in terms of heating and cooling, including emission considerations. • Lack of robust understanding of population and other economic trends but globally expected to be significant numbers of climate refugees due to displacement from rising sea levels 77-135 cm by 2100 and water stress / drought. At the higher end of these estimates there will be much disruption in the wider Yorkshire and Humber region as low-lying settlements in the east become overwhelmed by water level rise affecting smaller towns along the Humber estuary. This is in addition to impacts in Lincolnshire and East Anglia as well as other low-lying areas of the UK. • Actions identified in corporate energy cost reduction plan not delivered. • Funding for renewable energy production and use and energy efficiency projects not available. • Funding for helping to improve district housing stock to help reduce energy wastage and provide dwellings more resilient to Climate Change not available • Wider stakeholder community under resourced to deliver on action commitments • Central Government, WYCA, Council and wider community unwilling to accept the scale of changes that are required to make the required contributions to CO2e emissions reduction. • Changing legislation, political priorities, targets. • Global insecurity causing major fluctuations in energy costs. 				

Internal Controls	<ul style="list-style-type: none"> • Progress on Climate Emergency flagship projects, the Council’s own CO2e emission reduction progress and Clean Air Plan delivery reported to Overview & Scrutiny • Arrangements with Yorkshire Purchasing Organisation for the monitoring of utility markets and understanding impacts of price volatility. • Use procurement processes to secure optimal price advantage in purchasing resources for instance through category management. • Sophisticated and comprehensive understanding of corporate resource use profiles and identification of business-critical resource risks in terms of supply and availability or price volatility and impacts on service budgets. • Delivering corporate resilience through sourcing renewable local resources where viable such as PV panels, District Heat Network • Delivering projects to use resources, such as energy, efficiently and where feasible reducing direct and indirect resource consumption. • Delivering projects to produce local renewable energy such as hydrogen, bio methane and solar and air/ground source power. • Implementation of the Clean Air Plan, including Clean Air Zone (CAZ).
Assurance Mechanisms	<ul style="list-style-type: none"> • Managing systems and processes to monitor and report on energy consumption and CO2e emissions to ensure compliance with statutory Carbon Reduction Commitment. • Carbon emissions from Council operations published annually (Scope 1 & 2), tracking progress against 2038 target from a baseline in the 2019/20 financial year. Scope 3 emissions (indirect emissions from Council activity – the most significant aspect of Council emissions) will start to be assessed and reported in line with emerging methodology. • Carbon Impact Assessments, in line with emerging WY Protocol, for all major schemes • Modelling and monitoring of transport and wider emissions & metrics through the Clean Air Plan Monitoring & Evaluation Programme • Evaluation and assessment in partnership with WYCA and the West Yorkshire Lead Environment Officer Group • Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation
Date Reviewed	11 April 2023
Actions / Controls under development	<ul style="list-style-type: none"> • Implementation of WY Environment and Climate Change Plan (2021-24), including various projects to be funded via gainshare and CRSTS funding, to help take the Council’s CO2e emissions to Net Zero from 2020 to 2038, with significant progress (to be defined) by 2030. • Restructure of Council resource to reallocate Clean Air Plan resource to tackle climate change and promote sustainability, including funding programmes. • Developing a Clean Growth Strategy & Implementation Plan to identify activity that will support economic development and provide a platform for inward investment in the District, while reducing harmful emissions cost effectively, through Local and District Plans and cross Department activity. • Development of Bradford Transport Strategy, including WY development of Zero Emission Transport Strategy and West Yorkshire Low Emission Strategy (WYLES). • Working with partners through developing forums to identify potential courses of action and strategies for climate mitigation and adaptation. • Working with WYCA to co-ordinate energy and carbon strategy work and to align with neighbouring district on actions and targets. • Damage cost approach to air quality programme to be widened for CO2e emission reduction assessment & evaluation. • Development of robust carbon accounting and carbon budgeting processes.
Managed By	Andrew Whittles
Administered By	Sally Jones

Code & Title	SR 07 FRS Financial Resilience and Sustainability			Current Risk Matrix	
Description	<p>A risk that the Council is unable to deliver a sustainable annual budget / medium term budget This may arise due to levels of Central Government funding or Council expenditure, income or demand pressures adversely impacting upon existing budget forecast The current live risk is the demand pressures in Childrens Services and current cost of living impacts both in terms of direct impact on Council costs and also in terms of the indirect impact upon residents and business in the District. The ongoing impact of Covid, the uncertainty of future funding, and potential return to some austerity measures post Covid The combination of past and future funding reductions and increasing service demand puts pressure on continued effective delivery of Council services and priorities.</p>				
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Services run the risk of failing to deliver statutory / minimum standards • Council could be faced with cutting non-statutory but essential services as resources get diverted to statutory services alone • Budget is overspent. • Suboptimal decisions could be made. • Achievement of priorities delayed or not delivered. • Service delivery not achieved. • Challenges to governance framework. • Deterioration in reputation with knock on consequences. • Scarce resources may not be utilised / prioritised to maximum effect. • Reduced effectiveness of Council Leadership • The Council's budget & setting of Council Tax is challenged. • The risk remains for future years though already being planned for through organisational review and new operating models workstream. • Central Government funding is still uncertain. Service demand pressures could cause disproportionate budget pressure if not properly funded by government. • Potential for S114 Decision to be made by the S151 Officer if underlying budget issues are not capable of being addressed. 				
Internal Controls	<ul style="list-style-type: none"> • Council priorities reaffirmed in the Council Plan approved December 2020 and in the Medium Term Financial Strategy as regularly updated. • Comprehensive financial and performance monitoring information provided to DMTs, CMT and Executive supported by value for money and activity information. • Budget process fully integrated with the Authority's strategic service and value for money planning. • Political engagement in place for budget process. • Budget challenge sessions (Officer and Members) with focus on robust business case development for new proposals. Budget Challenge sessions extended to Capital schemes • Medium term planning, with clear assumptions outlined. However, central govt annual settlements mitigate some of the benefit of this. • Controls on procurement and workforce changes in place • Meaningful budget consultation process in place • Reserves reviews to identify if earmarked reserves can be repurposed. 				

	<ul style="list-style-type: none"> • Strict adherence to Reserves Policy. Reserves are currently forecast to be adequate for 2023-24 only. • General Fund reserve • Project Appraisal Group established to scrutinise individual capital business cases. • Member of WY Finance Group. SIGOMA; CIPFA and subscribe to Pixel financial analysis services to enhance knowledge of national finance position and enhance lobbying for funding • Governance and Audit Committee received a report on Council’s compliance with the CIPFA Financial Management Code • Extension of budget monitoring processes and use of Business Intelligence reporting through DMTs • Increased monitoring of high-risk budgets, including review and monitoring of recovery action • Medium Term Financial Strategy incorporating scenario planning / forecasting / sensitivity analysis, is being continuously updated to take account of national and local funding announcements. The provisional financial settlement notification for 2023/24 was received in December which was marginally less than anticipated. • Raise financial acumen across the Council to improve decision making • Implemented Finance for Non-Finance Managers training
Assurance Mechanisms	<ul style="list-style-type: none"> • External Audit inspection of accounts and opinion. • Internal audit review of internal control mechanisms.
Date Reviewed	4 April 2023
Actions / Controls under development	<ul style="list-style-type: none"> • A range of budget mitigation actions have been identified by the Councils Corporate Management Team to mitigate budgetary impacts and mitigate the level of potential budget gap. • Work continues to identify cost mitigation actions and income opportunities. • CMT and SLT workshops have taken place to follow up on budget preparation options • Regular follow up meetings with the Childrens Trust to work to protect the Council from potential overspends against the agreed contract sum
Managed By	Christopher Kinsella
Administered By	Mark St Romaine

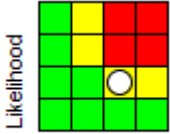
Code & Title	SR 08 INS Information Security			Current Risk Matrix	
Description	Confidential data is lost, stolen, accessed or disclosed without authority because of inadequate data security or non-observance of protocols				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Significant
	Strategic	Yes	Risk Score	2	2
	Operational	Yes	Total Score	4	
Potential Effect of Risk	<ul style="list-style-type: none"> • Damage to the Council's commercial interests, reputation and ability to provide credible leadership of the district. • Risk of financial penalty. • Penalty arising from reference of data security breach to Information Commissioner. • Adverse publicity. • Loss of trust between the Council, its partners and citizens. • Required "culture change" is not achieved. • Inadequate engagement fails to deliver physical security, effective procedures or efficient processes. 				
Internal Controls	<ul style="list-style-type: none"> • Designated SIRO (Senior Information Risk Owner) –Director of Finance & IT. • 3rd tier Officers (Assistant Directors/Directors) assigned as Information Asset Owners. • Cross departmental Information Assurance Group established and regular meetings scheduled. • Regular DPO / SIRO meetings scheduled to focus priorities. • Refreshed IMAG framework launched with Information Governance Champions for each Service appointed by IAOs who collectively form the Information Assurance Operational Network (IAON). Support 3rd tier officers in meeting their IAO responsibilities. • IAO responsibilities document circulated to any new IAO's. • Monthly reporting on performance information to CMT. • Specific Data Security Incident Policy and on line reporting form in place with published guidance for Incident owners on how to investigate incidents. • IT Security Policies, guidance and procedures actively maintained and reviewed annually. • IG Improvement plan in place to ensure continued compliance with GDPR and DP Act 2018. • Risk Log approved by IAG and regularly updated. • Mandatory "Information & UK GDPR" learning for all staff with appropriate compliance monitoring. • Annual SIRO report. • Regular Information Governance reporting to CMT and Governance & Audit Committee. • Dedicated Data Protection and Records Management Officer ensure compliance with GDPR Article 30 and 37. • Dedicated SharePoint site as a central hub for all information related matters (including security) as well as key information for IAO and Service Champions. • Technological solutions enable a consistent, safe and accessible infrastructure for data - IT systems and projects enable the business while minimising risk to the confidentiality, integrity and availability of those systems. Data in use, in transit and at rest should be in line with legislative requirements and follow policy/procedure. 				

	<ul style="list-style-type: none"> • Appropriate physical security mechanisms. - Buildings are secured to a level commensurate with the nature of the data they contain. Mechanisms are in place to protect physical (paper based) information from creation to destruction. • Public Services Network (PSN) compliance achieved which is a rigorous on-going IT governance assessment. • Secure e-mail solutions in place for safe information exchange with other public service agencies and 3rd party organisations, Galaxkey in place for external emails and communicated through service DMTs and Managers Express. • Regular independent Penetration testing of IT current systems to provide assurance that suitable technical security controls are in place. • Penetration Testing on any new system as part of the project implementation phase. • 24/7 Monitoring of traffic leaving and entering the Bradford Network. • Required encryption in place. • The council has now moved from SAC B compliancy to SAC D for PCI DSS compliancy, this is where the merchants checks that we have controls in place to handle, process and store card details on our network.
Assurance Mechanisms	<ul style="list-style-type: none"> • Regular Information Governance reporting to CMT and Governance & Audit Committee. • Engagement with Information Commissioners Office with prompt reporting and liaison.
Date Reviewed	31.03.23
Actions / Controls under development	<ul style="list-style-type: none"> • Review of all IG and Information Security policies. • Additional mandatory learning for IAO's and Managers. • Part of two national Security initiatives one lead by NCC and one LGA. • The Council is midway through the implementation of its multi factor authentication safeguards. • Cyber awareness initiatives are in place with CMT and SLT.
Managed By	Christopher Kinsella
Administered By	Tracey Banfield / Harry Singh / Dominic Barnes-Browne

Code & Title	SR 12 ADC Adults Demographic Change				Current Risk Matrix
Description	Ability to deliver the Adults Social Care Transformation Programme priorities is threatened by rising costs and resource pressures due to changing demographics and changing legislation.				
			Likelihood	Impact	
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Demand for social care services is predicted to continue increasing and overspends are likely. • Budget proposals highlight this particular pressure as an ongoing concern for the Council. • There is a continuing need to re-prioritise and reallocate resources and actions have been identified in preparing budgets for coming years. • Conflict between expectations and affordability - standards of service deteriorate as a result of increasing demand and fewer resources, impacting on our ability to meet individual outcomes and legislative duties. • Lengthening waiting lists for assessments and provision of care • Increases in numbers requiring care • Increase in expectations from service users • Recruitment delays to bring in social workers and care workers • CQC assurance framework outcomes - This will provide addition scrutiny of our Adult social care budget spend, especially on our budget spend in relation to the needs of citizens and how we compare with our statistical neighbours. 				
Internal Controls	<ul style="list-style-type: none"> • Departmental Management Team (DMT) has agreed a 3-year plan, which sets out our key priorities to meet our commitments to the implementation of our Council Plan Commitments for Better Health and Better lives, which focuses on reducing demand through a greater focus on prevention and early intervention. 				

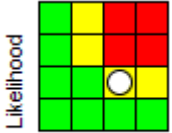
	<ul style="list-style-type: none"> • All DMT members have service plans in place which are aligned the 3-year plan, council plan commitments and also include our Transformation and Change workstream priorities. The Transformation priorities have also been reviewed and updated to ensure that they reflect the changes set out in the 3-year plan and also reflect the policy changes/lessons learnt from our Covid-19 related response. • DMT have made additional investment in core areas to ensure that we have adequate resources in place to meet both Transformation and Business Operational Delivery priorities e.g. Commissioning, Mental Health, Autism & Neuro Diversity, Continuous Health Care. • Discussions continue to take place with Health partners to identify potential funding streams that could be used to alleviate some of the funding pressures on Adult Social Care due to the increase in demand for services. • The service has refreshed its practice and policy quality assurance framework, and work is underway to implement the new approach through the Raising Expectation Workstream. • As part of the implementation of our Community Led Support Workstream we are working with public health, place and health partners to enhance our prevention and early intervention offer e.g. Living Well, Community Hubs, community director etc.
<p>Assurance Mechanisms</p>	<ul style="list-style-type: none"> • The department has implemented robust governance and performance management arrangements to oversee and maintain momentum on delivery, which include: <ul style="list-style-type: none"> ▪ Finance, Performance, Quality and Transformation workstreams (FQPT). The meeting attendees include reps from Corporate Finance Team and HR. The main aim of this meeting is to review budget position and performance management data and identify any pressure areas as well as areas of potential under spend elsewhere in the budget to mitigate and relieve problems, while also reviewing progress against key transformation and change activity which are supporting our plans to reduce budget spend and reduce demand for services. Where problems are still being identified these are highlighted in the quarterly budget monitoring reports to Members. ▪ Adult Social Care Reforms: This meeting includes service managers and has oversight of the AD preparation plans for the CQC Assurance Framework and other Social Care Reform related activity. ▪ Progress updates are also provided to the Corporate Programme Steering Group. ▪ Implemented the FQPT approach across the AD SMT meetings and within the Service Manager Team Meetings. • Where required, DMT have also set up specific task and finish groups to oversee key change activity which may require support from corporate resources e.g. Financial Support Services Improvement Plan. • Regular performance and progress updates from these groups are provided to Corporate Services and to the Leader and Portfolio Holder highlighting potential issues raised by this pressure.
<p>Date Reviewed</p>	<p>29.03.23-20.06.23 (Risk rating assessed as Red (previously Amber) - Main issue has been around additional demand coming through the Children’s Trust and the increasing numbers of older people leaving hospital sooner and becoming adult social care service users earlier with higher frailty needs.)</p>
<p>Actions / Controls under development</p>	<ul style="list-style-type: none"> ▪ Continue to work with Health Partners as part of the integration of health and social care agenda to examine areas where there may be overlaps or synergies that could lead to more efficient ways of working and increasing value for money.

	<ul style="list-style-type: none"> ▪ Review of population health management approach across the Health and Social Care System, which looks at how data is currently being used to help design a system that allows us to proactively improve our services and interventions to meet shared outcomes – this will include reviewing the way we currently manage the joint strategic needs assessment, neighbourhood and ward profiles and how they inform and add value to business. ▪ Implement plans to enhance our intelligence and insight building on our current feedback arrangements – this includes the Co-Production Partnership, strengthening links with the Linked In campaign overseen by the Health and Care Partnership, and a real time solution to capture the experience of the person following their engagement with the service. ▪ Ongoing Review of our continuous improvement and quality assurance frameworks to ensure that the department is prepared for the proposed changes outlined in the Government White paper, ▪ DMT leads are now working on their plans for preparing their services for the CQC Assurance Framework. This includes, undertaking a stock take against the criteria and guidance set out both within the draft framework and the Get Ready for Assurance handbook developed by the LGA-ADASS. ▪ We have developed a programme of activity to help address workforce capacity challenges both within the Department and our external partners. This work is being done alongside the Bradford Care Association, “One Workforce” Programme, and Bradford Teaching partnership. ▪ We have started an end to end review of the hospital discharge process focusing on strengthening our approach around the discharge pathways to reduce pressures and enhance outcomes. ▪ Work is also underway to review the way BEST is working – this will look at revising the criteria for taking on people in BEST, clarity on chargeable and non-chargeable, review packages going to independent providers and improving outcomes. ▪ We are also working with Children Trust to ensure the new management team are fully briefed on the details of the Transitions SLA and how the two services should be working together to both manage demand and improve outcomes for service users.
Managed By	Iain Macbeath
Administered By	Imran Rathore

Code & Title	SR 13 DSK Delivery of Skills and Training Priority			Current Risk Matrix	
Description	Increasing budget pressure and resource constraints caused by competition for resources required for delivery of skills and training priorities. Need to deal with historical / legacy issues.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • Lack of coordination in the efforts of various agencies involved. • Lack of congruence with educational attainment objective. • District becomes unattractive to businesses and employers. • Loss of leadership role. • Actions detailed in the Workforce Development Plan and Economic Recovery Plan are not delivered, impacting ability to fully realise the district’s ambitions for inclusive and clean growth that addresses the underlying challenge that have been exacerbated by the pandemic. • Funding bodies releasing new contracts in isolation. Underspend of current funding. • Education capital developments not aligned with employer need. 				
Internal Controls	<ul style="list-style-type: none"> • Successor funding has been secured for 2 ESIF programmes in Bradford starting on 1st January 2022 to run until the end of 2023. This is in partnership with Leeds and Kirklees Councils. We continue to work collaboratively to explore funding opportunities arising from the Post-16 Skills and Education Bill, devolved funding and other new and existing sources. Significant amounts of SPF and Multiply funded will be passported to the Council and we are working to integrate this into the wider employment and skills offer to maximise the impact for the District. Multiply delivery has now commenced, in financial years 23/24 and 24/25 we will be undertaking a mix of direct and commissioned activity. • Maximus delivers the Restart programme in the contract package area covering Bradford. Partnership meetings have been held and their partnership lead has joined the SkillsHouse Advisory Board to ensure the new provision is appropriately located within the provision landscape and accessible to those residents that it is intended for without creating duplication or unhelpful competition. • We have established strong relations with EDT the National Careers Service prime contractor for the Yorkshire and the Humber area and they have been confirmed as the provider for the next three years. • Skills for Work (SfW) continue to deliver Levy and Non-Levy Apprenticeships, and Education and Skills Funding Agency (ESFA) classroom and Community Learning, and are taking the lead locally on the community elements of the DfE funded adult numeracy programme, Multiply. We have recovered participation numbers and success rates to pre-pandemic levels for our own Adult Education provision, and our Apprenticeships success rate is significantly better than national. We continue to work with other WY LAs to share and understand approaches and practice in delivering adult skills programmes. • Senior management remains engaged with the Government’s devolution agenda for education and skills funding through West Yorkshire Combined Authority and Leeds City Region networks. Officers are working to shape policy, maximise funding opportunities and inform WYCA’s commissioning decision making. Significant investment in the Employment West Yorkshire programme has been approved by the WYCA Board, and with delivery starting from the 1st April. This will secure the infrastructure and investment in the SkillsHouse partnership that has been developed through existing EU and Gainshare funding as those funds taper off in the next 15 months. 				

	<ul style="list-style-type: none"> • Similar work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio. We have an established Key Cities Employment and Skills Network with Bradford as the secretariat. • Continuation of implementation of Post-16 Review recommendations overseen by post-16 Board with regular progress reporting. Partnership dialogue, enabled by the Council, is ongoing with a number of providers to develop the approach to improving academic provision in the North of the District. This needs to be carefully managed so as not to impact the wider mix and balance of provision for the post-16 phase. Three applications have been submitted for 1619 Free Schools in the DfE latest funding round – as only 15 schools maximum will be funded nationally (for all age ranges) it may be none are successful, but we have worked with providers to understand their offer and start to build links with other providers in the area, although there has been some initial resistance. • Future Boost through funding allocated by the Executive has supported Youth and outreach work, sport and leisure activity, work experience for NEET young people and to enhance the IAG and transition support including a focus on transition support for young people with SEN. Good practice from this and the £500k Community Renewal Fund pilot programme, Building Our Future, is now being incorporated into the future delivery models. • SkillsHouse Advisory Board in place to oversee and shape the upscaling of the partnership model, use of the Gainshare funding and the Kickstart programme. The last of the Kickstart placements finished in November and success was celebrated at a well-attended Awards ceremony. Young people from the programme are still being supported to progress into positive destinations. So far the progression rate into employment is considerably better than national DWP programmes and European funded provision. • The Employment and Skills Board has been refreshed and relaunched with Will Richardson, Regional Partner at PWC taking on the responsibility of Chair. The Board will have strategic oversight of the employment and skills approach locally as well as acting as a regional and national voice for the District's provision and partners.
Assurance Mechanisms	Bradford Employment and Skills Board established and has oversight of the delivery of the Workforce Development Plan and the employment and skills elements of the Economic Recovery Plan; the Portfolio holder is Chair of the Board.
Date Reviewed	03.04.2023
Actions / Controls under development	<ul style="list-style-type: none"> • Senior management remain engaged with the Combined Authority regarding the devolution to WYCA of the Adult Education Budget and other skills funding such as the pilot Community Renewal Fund which we have successfully delivered in the District. Officers are working to inform future policy, principles and processes through DoDs and the WYCA Employment and Skills Committee. Work is being undertaken through the Key Cities network, where the Deputy Leader holds the education and skills portfolio to develop the employment and skills network to both identify and promote good practice and engage with the national policy debate. • LA holds keep in touch with heads of post-16 in schools, colleges, and other independent learning providers work across our post-16 partnership to continue to build on recent improvements on academic grades at Level 3 and supported the opening of the two post-16 free schools which reported strong results in 2021/22. We continue to develop options for A Level provision in the North of the District where Keighley College is further developing their academic offer to complement existing provision, and other partners are exploring options through national funding and capital developments. • The LA is working through differing partnerships in the implementation of Workforce Development Plan collaboratively, developing a more strategic approach to understanding the market so the skills system can operate more effectively to meet changing business needs. This will consider how we secure improve outcomes at Level 3 and higher skills that are better aligned with local economic need. We are working to refresh the Plan in 2023 in line with WYCA strategic planning refresh and the Council's new Economic Strategy. • The Council, will work towards, all of our workforce having or working towards Level 2 qualification, with the aspirational that our staff who do not hold a Level 3 qualification will work towards achieving one; • The Council is developing an inclusive recruitment approach to be managed through SkillsHouse that will pilot new approaches to recruitment of posts at Band 8 and below, ensuring equality of opportunity across disadvantaged groups and communities. • We have re-launched the supported employment forum which work to increase the numbers of employers offering supported internships to young people with Education, Health and Care Plans. This feeds into our Youth Employment Partnership which has oversight of pathways for vulnerable young people. • xplore approaches to using the Apprenticeship Levy and other funding to develop a support package for the employment of care Apprentices in SMEs locally, particularly targeting Level 13, and closer working between Employment and Skills, Leaving Care service and HR to support this and other approaches. • Seeking an improved public funding settlement, through national channels building on devolution, to facilitate the up-skilling of people of working age.

	<ul style="list-style-type: none"> • Build a careers and technical education system to increase access to jobs with career advancement potential and that delivers the experiences and technical skills to secure entry to work and advance through in-work training. • Initiation of the Academy within the Health and Social Care Economic Partnership’s One Workforce programme will focus on the career progression and skills development of people already working in the Health and Social Care sector in the District. The partnership has launched a new website to underpin this activity. As our largest sector in terms of jobs this has the potential to have a significant impact on residual low skills issues.
Managed By	Phil Hunter
Administered By	Matt Findull

Code & Title	SR 14 SND SEND Services			Current Risk Matrix	
Description	<p>Between 7 and 11 March 2022, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of the local area of Bradford to judge the effectiveness of the district in implementing the disability and special education needs reforms as set out in the Children and Families Act 2014.</p> <p>The Ofsted inspection identify the following 5 areas of significant weakness</p> <ol style="list-style-type: none"> 1. Poor communication between stakeholders across education, health and care. 2. The variable quality of EHC plans, including plans which do not fully describe the provision that children and young people with SEND need. 3. The inconsistent delivery of the 0 to 19 health visiting, school nursing and specialist nursing services. 4. Children and young people wait too long for assessments, treatment and diagnosis. There is insufficient support for children and young people with SEND who are waiting for provision, services, diagnosis or equipment. 5. Education, health and care services do not work together well. The arrangements for joint commissioning are underdeveloped. <p>The LA provided a Written Statement of Action (WSOA) Plan to address the above areas of weakness on the 21st of September 2022 that has been approved by Ofsted. The WSOA will be monitored every 90 days and the first meeting will be on the 06.01.2023.</p>				
				Likelihood	Impact
Type of Risk	District	Yes	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	<ul style="list-style-type: none"> • The CYPs SEND needs may not be effectively met. • The Local Authority may not meet its statutory obligations. • Negative impact on Local Authority’s reputation with CYP/parents & schools. 				
Internal Controls	<p>Following the inspection, the district was asked to develop a written statement of action that sets out the 5 areas of significant weakness will be addressed. Action is the plan will be delivered through 5 work streams that takes a lead on each of the 5 areas. The members of the work streams include health, social care, parents, college and schools. These work stream report into the SEND Strategic Partnership Board.</p>				
Assurance Mechanisms	<ul style="list-style-type: none"> • SEND Strategic Partnership Board (SSPB) established with clear ToRs providing governance over the four operational workstreams. • Quarterly progress review meetings are held with the DfE and NHSE. • The SSPB reports to the district wide Children and Families Partnership board that provides governance. 				
Date Reviewed	15.03.2023				
Actions / Controls under development	<ul style="list-style-type: none"> • Development of Local Area SEF and improvement plan with supporting data and evidence across the Local Area-reviewed quarterly by SEND Strategic Partnership Board. • Development of a Health Data Dashboard to feed into LA dashboard. • Coproduction and engagement plan across the Local Area. • Continue to develop the multi-agency quality assurance work. 				

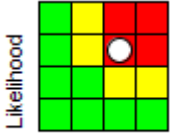
Managed By	Niall Devlin
Administered By	Caroline Levene

Code & Title	SR 15 OIP Ofsted Improvement Plan			Current Risk Matrix	
Description	The pace of change has been too slow following the inspection in September 2018. Although the local authority is making progress in improving services for children in need of help and protection in some discrete areas of practice the pace; consistency and sustainability of improvement remains a risk. The most recent Ofsted Inspection in November/December 2022 highlighted that whilst there has been improvement at pace in the last 12 months, the improvements have not been enough since the 2018 inspection. The new arrangement with Bradford Children and Families Trust is live as of 1 st April 2023.				
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Poor reputation • High turnover of workforce at all levels • Inconsistent service to service users • Financial • Slow progression of improvement, particularly due to size of improvement team to drive and deliver on improvement 				
Internal Controls	<ul style="list-style-type: none"> • Improvement Board: The Children’s Services Improvement Board is chaired by Steve Walker, DfE appointed commissioner and has representative from internal Senior Leadership and Partnership Senior Leaders including the BCFT CEO. The Board continues to scrutinise the improvement work. • Improvement Plan: The Improvement plan has 12 focus areas in line with the Ofsted Action Plan that was submitted by BCFT in May 2023 – The 12 focus areas are Integrated Front Door (David Thorpe Implementation and EDT separation), Early Help including the Gateway in, Help and Protection including Children with Disabilities, Edge of Care, Children Looked After and Leaving Care, Voice and Influence, Conditions for Success, Sufficient and Stable Workforce, Practice Improvement, Partnership, Resource and Support Functions and Performance and Management QA. There are detailed plans for some of the projects with project and service leads and Project Action Groups are in place to deliver on the plans, again led by BCFT. • Children’s Service Improvement Team: The Improvement Team remains a small team with only 3 substantive members of staff (2 Practice Improvement Co-ordinators and 1 HoS for Business Support and Practice Improvement). The Improvement Team also has an Interim Director of Improvement (till March 2023) and an Interim Improvement Consultant (funded by DfE through Leeds till March 2023). The current interim Improvement team arrangements are due to come to an end. The substantive posts transfer over into the Trust on 1st April 2023, the Director and Consultant posts will not move across. The Trust will be looking at their own Improvement Structure, with some appointments having already been made to oversee this activity. • Internal Audits: Audit activities continue across all parts of the Service with identified recommendations and learning, this has recently been stepped up due to the low number of returns. Audit activity has adjusted recognising BCFT is in place and the contractual requirements specifically set out in the contract between the council and the Trust. • External Audit: Children’s Services continue to commission a number of external audits in different parts of the Service with identified recommendations and learning. Most recently within Children with Disabilities and the Integrated Front Door. External Audit activity has adjusted recognising BCFT is in place and the contractual requirements specifically set out in the contract between the council and the Trust. • Ofsted: Feedback from the most recent full ILACS Ofsted Inspection in November/December 2022 highlighted areas requiring continued improvement and these have all been integrated into the Improvement Plans developed by the Trust in partnership with the council for each area of focus/project and are being worked on, when the final report is received, anything missed will be added. All Project Improvement Plans have been updated to link back to source so these are easily trackable. 				

	<ul style="list-style-type: none"> • Partnership: The DCS and Senior Managers continue to engage with partners in building more positive relationships, this will allow the resetting of the professional relationship with partners making open frank discussions more positive. Partners continue to be included in improvement activities. • Recruitment and Retention: The Sufficient and Stable Workforce Improvement Plan has been refreshed and is now led by BDCFT. Ceriph, who developed the Bring Heart Campaign and micro-site for recruitment continues to work with BCFT on phase 2 of their plan, this includes a focus on residential, Social Worker Level 3 and Team Manager recruitment, ambassadors and Social Media platforms, updated campaign and content and trust development. The first cohort of overseas recruits arrived in February 23 and are well underway with their training programme, the remaining 30 Social Workers will arrive over April and May. Recruitment event took place on 25th April with specific focus, one being for residential and the other for experience Social Workers. The Service has successfully recruited permanence Service Managers. BCFT are taking steps to centralise Practice Supervisors and for them to no longer case hold so they can focus on Practice Improvement to mirror the same role in other LA's increasing Bradford's likelihood of successful permanent recruitment in a competitive market. The BCFT led Management factuality is due to launch in April 23 with further factuality's for Community Resource Workers, Business Support, Early Help, Fostering and Youth Justice Service to Follow. A further retention payment for established staff was paid in March 2023. • Improved use of vital signs and performance data: The new BDCFT and Council reporting and governance activity has commenced, with monthly and quarterly Vital signs reporting. Both the council and BCFT have an ICF in place and the new contractual relationships have commenced positively to date in reporting. This will enable front line managers to address practice and performance issues more promptly to address compliance with key indicators. • Children and young people's voice and influence: The 3 children's forums to enable children and young people to share their voice on service delivery continues to be utilised. The forums are Young Voice (aged 6-10), Youth Voice (aged 11-15) and Your Voice (aged 16-25). As well as feeding in to service delivery improvement, our young people are involved in developing Corporate Parenting workshops, the recruitment of practitioners and foster carers and developing the training for practitioners and they are involved in commissioned consultation. A Children with Disabilities workstream has been developed to develop a framework for co-production with this co-hort.
Assurance Mechanisms	<ul style="list-style-type: none"> • Future Ofsted Inspections • Independent auditing of casework • Governance arrangements between council and BCFT in place • KPI's embedded in the council/ BCFT contract • ICF function • Risk Registers held
Date Reviewed	21 st March 2023
Actions / Controls under development	Plan Inspection Timetable
Managed By	Picklu Roychoudhury
Administered By	Sharon Woodcock

Code & Title	SR 16 EAT Educational Attainment			Current Risk Matrix	
Description	Failure to improve academic outcomes for children and young people resulting in lack of competitiveness in the workforce and in accessing further and higher education. Associated impact on culture and employment creation.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<p>Low attainment at the end of KS4 and 5 reducing employment and FE/HE opportunities. Low attainment in KS1&2 means reduced levels of progress into KS4&5 Bradford as a place to teach and to learn becomes unattractive and a cycle of less good teaching continues to impact on life chances for young people. External public examinations were taken this year for the first time since the pandemic. In the previous 2 years it has been some internal school or centre based assessments.</p> <p>Outcomes 2021/22 academic year for Key Stage 2;</p> <ul style="list-style-type: none"> • Outcomes in reading are static compared to before the pandemic. The gap between Bradford and national averages has not reduced • In mathematics, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels. • In grammar, punctuation and spelling, outcomes have declined compared to 2019 and the gap with national has increased to 2018 levels. • Writing outcomes have declined since 2019 and the gap between Bradford and national averages has increased • In the combined reading/writing/maths outcomes have declined since 2019 and the gap between Bradford and national averages has increased <p>For KS4;</p> <ul style="list-style-type: none"> • Attainment outcomes at KS4 have declined as had been expected given the changes to the assessment regime during the pandemic. Outcomes remain lower than national and the gap between Bradford and national has not closed. • Girls continue to outperform boys. At attainment 8 girls achievement is 6% higher than boys and this is higher than the national gap. This is also the case for attainment 9-4. For attainment 9-5 the gap is 6% which is the same as national • The gap between pupils with SEND and other pupils is 23% for attainment 8. This is the same as the national figure. At Basics 9-4 and Basics 9-5, the difference between pupils with and without SEN is lower in Bradford than the national average. • The gap between disadvantaged and non-disadvantaged pupils is 14% for attainment 8. This is 1% lower than the national average. At Basics 9-4 and Basics 9-5, the difference between disadvantaged and other pupils is also lower in Bradford than the national average. • Pupils whose first language is English outperform pupils whose language is not English by 1% in Attainment 8. Nationally, those pupils whose language is not English outperform pupils whose first language is English by 2%. At Basics 9-4 and Basics 9-5, the picture is similar with pupils whose first language is English outperforming pupils whose language is not English by 4% and 2% respectively. The national average picture is that, those pupils whose language is not English outperform pupils whose first language is English by 1% and 3% respectively. 				
Internal Controls	Schools are autonomous institutions and academies are independent of LA control. Internal controls from Education and Inclusion exist in terms of offering visits to all schools and academies to provide a quality assurance mechanism for the service. This is not compulsory and is dependent on the quality of relationships between the service and schools in an increasingly fragmented educational landscape. Systems and processes exist to support and monitor the LA maintained schools including risk assessments and close monitoring with performance targets.				

Assurance Mechanisms	Strategic mechanisms to limit this include meetings with CEOs, DfE, RSC , and LA councillors and officers to continue partnership working and dialogue wherever possible.
Date Reviewed	04/04/23.
Actions / Controls under development	<ul style="list-style-type: none"> • Improved level of staffing for school improvement posts to add capacity to the monitoring and challenge function for LA maintained schools. Through a traded service this will be offered to all schools and academies. • Partnership working with DfE Education Improvement Area to bring about improvements in the least well performing academies and schools • Improved targeting of DfE Targeted School Improvement Grant reserves to ensure that rapid improvement is brought about in LA maintained schools through the School Improvement Support Programme • Raising attainment strategy funding will seek to support identification and targeted programmes to help C&YP improve their attainment at Key stages 1 and 2. This funding will end in July 2023.
Managed By	Sue Lowndes
Administered By	Caroline Levene

Code & Title	SR 17 CSI Children Safeguarding Incident			Current Risk Matrix	
Description	A high-profile safeguarding failure occurs caused by inadequate governance procedures or non-observance of protocols; significant increases in demand and inability to recruit and retain suitably qualified staff. Inadequate Ofsted judgment exacerbates challenges described and demonstrates that the risk level is high. Areas of risk in the Ofsted report include MASH/Front Door; placement sufficiency; social work practice; management and QA.			 <p>Likelihood</p> <p>Impact</p>	
				Likelihood	Impact
Type of Risk	District	No	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	Harm to an individual. Damage to the Council's reputation				
Internal Controls	<p>The principle pressures remain</p> <ol style="list-style-type: none"> A stable and competent workforce The growing population of Looked after children and the attendant financial placement cost pressures on the budget. <p>1. The workforce has remained heavily reliant on agency staff and agency teams to meet the demand. This has an impact on consistency of worker and practice as agency staff will change from time to time. The Department continues to recruit to permanent positions and have recruited the first group of overseas workers who are currently being supported through induction and training to familiarise them with the British system and prepare them to take up their full time positions. A further group of overseas staff are due to start in the Trust in April 2023. Some workers will require longer induction and support to bring them up to speed on capability and confidence so some further support is being offered which will hopefully ensure they can take on full caseloads and allow the Trust to release some agency staff over the summer and into the Autumn. However, workforce stability remains fragile and as a service we remain heavily reliant on agency social work staff which continues to be somewhat unstable in that workers can leave at short notice and this remains a significant pressure on the budget. Since engaging a number of project teams across the service this has led to an overall reduction of average caseloads to around 17 children on average but there is some variability in this. Some of this work is very intensive and complex and a further reduction will support practice and outcomes for children. We will continue to work hard to recruit permanent staff to reduce our reliance on agency staff and agency teams. Recruitment of staff is moving forward with the efforts of UK recruitment, International recruitment and Bradford's Social work Academy each contributing to this.</p> <p>The Courts have been working with the service and CAFCASS to support the discharge of Care Orders when children have been placed at home with parents. This is having some impact but there is more to be done. The impact will be to reduce some caseloads in the Children in Care service but will not have a significant impact financially to allow us to reinvest. The Compliance Courts whereby the Courts will more publically hold local authorities and other parties to account for delays in Court proceedings has begun and appears to be working fairly well without too much negative impact on the service to date. This potentially could become still become a reputational risk for the Trust if we fail to meet timescales without clear reasons for delay. The press has attended a</p>				


	<p>number of hearings and so far there has not been negative publicity although on some occasions families have been distressed in case they or their children might be identified although the Courts are very clear that children cannot be identified.</p> <p>We continue to experience some challenges in ensuring that assessments, plans, visits to children and Reviews are completed on time mainly due to workforce pressures. We hold monthly Performance meetings focusing on visits and the impact of visits to children The Deputy Director and Heads of Service have focused on statutory visits to all children across the service and meet monthly to assess progress or obstacles to improvement.</p> <p>Continuous oversight and scrutiny of children’s risks is undertaken by managers daily to ensure we are prioritising those in greatest need or at greatest risk appropriately. An audit regime which allows managers at all levels to consider the quality of practice and the impact of our interventions on children and families. The performance in this area is not as robust as it should be but we are putting further effort into this area. Audits continue to be completed but at a lower level than we had planned for because of staff and manager turnover. This continues to be a focus for managers. We have engaged external social work auditors to support the development of first line managers to improve practice across the service. The audit tool is being updated currently to help support good and consistent practice and will be implemented in April 2023 under the Trust.</p> <p>Supervision of staff is not yet fully consistent due to staff changes and remains a priority for senior managers.</p> <p>2. We do not have sufficient fostering, residential or specialist placements in Bradford to accommodate all children looked after resulting in the Department placing a significant numbers of children in independent fostering Agencies and private residential homes creating some elevated risks to children when they are placed a long way from home and further demand on the overstretched budget as charges from providers has increased. As before this continues to be a pressure for us. The looked after children population has increased to over 1600 children and the complexity of need has and we have also increased post Covid. We are currently working closely with managers and leaders in Health to provide improved joint packages of care to support young people and their families.</p> <p>The lessons from Monitoring visits continued to be shared and implemented across the service. We include the Safeguarding partners in these discussions.</p> <p>We have restructured part of the service bringing the children in care teams together under 1 head of service and this has now incorporated the Leaving Care service bringing a clearer focus on Children in public Care.</p>
<p>Assurance Mechanisms</p>	<ul style="list-style-type: none"> • The Council has been working closely with the Bradford Children’s Trust to develop the Trust for its launch in April 2023 and with the implementation of the Trust we anticipate that it might be easier to attract and retain workers with this new approach. • The Trust will in time develop its structures and services to meet the needs of children and families in the District over the coming months. • The Bradford Partnership (Safeguarding) has carried out a Section 11 Audit and continues to work closely with all partners to provide a safeguarding system across all agencies in Bradford. • Tight Performance Management Systems and clear lines of Management and Accountability Systems are in place and monitored. Comprehensive Child Protection Training Strategy in place for all operational staff. We have a programme of induction and training for all staff. • Ofsted undertook a full ILACS inspection of children’s social care services from Mid-November to early December. The report was published at the end of January 2023. A comprehensive action plan was submitted to Ofsted in May 2023. A further monitoring visit is expected over the summer or early autumn. • We continue to recruit to Head of Service and Service manager roles and we have had some success in recruiting social workers from overseas. • We established a social work academy which will bring a steady supply of qualified social workers into the service and with the prospect of retaining them in Bradford. We have just initiated a further cohort following the successful completion of the previous cohorts. It is proving effective and popular. • The Bradford Safeguarding Partnership has implemented enhanced safeguarding procedures across member agencies in the District We maintain a focus with the Police on children who go missing from care or from home.
<p>Date Reviewed</p>	<p>31st March 2023</p>
<p>Actions / Controls</p>	<ul style="list-style-type: none"> • A CSE Action Plan has been shared with partners.

under development	<ul style="list-style-type: none"> • We will be transferring Children’s Social Care services to the Trust on 1st April. • The action plan following the SH National Panel report has been developed and is being implemented. • The improvement plan following the Ofsted Report in January is being developed. • We are developing practice in working with very complex children with colleagues across Health organisations across the District • Our Outcomes Improvement Action Plan has been shared with senior managers to enable the development of underpinning action planning to support the delivery of the wider outcomes. • The implementation of the Trust is imminent and this will help to settle the workforce some of whom have felt unsettled. • The Trust will develop further early help services and more actively review high needs children in care. • The service has extra capacity supported by the Commissioner and DCS to bring about improvements.
Ofsted	David Johnston
Administered By	Caroline Levene

Code & Title	SR 18 COV Multiple outbreaks of infectious diseases.			Current Risk Matrix	
Description	COVID-19 infections could rise locally causing multiple outbreaks across the District that could leave to further waves of infection. This could lead to reintroduction of control measures, one of which could be further lockdown scenarios. Low uptake of COVID/flu vaccines among some high risk groups increases risk of simultaneous outbreaks of COVID-19, flu and other respiratory infections, potentially overwhelming capacity of the healthcare, social care and public health systems.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> Increased number of fatalities Further pressure on local hospitals Slower economic recovery Breakdown in community cohesion Diversion of PH capacity to support outbreak management, reducing delivery of other PH programmes 				
Internal Controls	<p>Local plan for Living safely with COVID-19 and other respiratory infections in Bradford District revised and approved in relevant boards (Health Protection Committee, HSC Overview and Scrutiny Committee, Outbreak Management Board). The plan includes action cards for how to deal with outbreaks in different groups and settings, with clear responsibilities for the Council, UKHSA and NHS. Local outbreak management plans are overseen by the Outbreak Management Board.</p> <p>Memorandum of Understanding on response to PH emergencies and incidents (including outbreaks) approved by LA, UKHSA and NHS in 2022 including emergency tripartite funding to support initial response to disrupting outbreaks.</p>				
Assurance Mechanisms	<p>On-going monitoring of COVID-19 cases, admissions and deaths in the District</p> <p>On-going support to NHS immunisation programmes</p>				
Date Reviewed	15-Mar-2023				
Actions / Controls under development	<ul style="list-style-type: none"> CBMDC staff encouraged and supported to WFH where possible Support the NHS-led programme to deliver COVID-19 and flu vaccination at scale and to mitigate inequalities. Continue existing work with partners on health inequalities, prevention and health improvement. 				
Managed By	Sarah Muckle				
Administered By	Tariq Mohammed				

Code & Title		SR 19 Shortage of staff within the external care market			Current Risk Matrix	
Description		Ability to secure care and support from external providers is threatened due to staff and skills shortage, which can impact adversely on the level and quality of care provision				
				Likelihood	Impact	
Type of Risk	District	No		Category	Very High	Critical
	Strategic	Yes		Risk Score	4	3
	Operational	Yes		Total Score	12	
Potential Effect of Risk		<ul style="list-style-type: none"> • Inability to secure care and support from external providers will lead to: • Increase in hospital admissions due to a lack of properly-staffed care homes or care provision not being met within individual own home • Delays from hospitals, creating additional pressure within the hospital – bed blockages • Increase in waiting lists for support • Safeguarding risks arising from care needs not being met • LA not being able to meet its statutory duties leading to CQC challenge and potential judicial review – leading to potential financial penalties and reputational both financial and reputational damage. 				
Internal Controls		<ul style="list-style-type: none"> • Health and Social Care Partnership have agreed a priority people workstream, which look at creating an integrated approach to align workforce development activity. This builds on the work done through the One Workforce Programme. • ASC workforce strategy now developed and will be formally launched in April • BradfordCares webportal launched which provides an overview of the work undertaken by Council and Independent Care Providers, and the job opportunities available. • Focussed support for departmental recruitment campaign March to Sept 23 – learning will be shared with independent sector. • Promotion and support for sector led 'Call to Action' workforce theme from senior leaders 				

	<ul style="list-style-type: none"> • Market Sustainability Plan outlines 3 year market sustainability plans and workforce challenges and supports • Cost of Care exercises for over 65 care homes and Home Support complete • New Home Support commission will support better workforce recruitment and retention. • One workforce portal launched which acts a repository of training and other support measures to help providers recruit and retain staff. • Working with the University of Bradford to ensure that Social Work and Occupational Therapy courses are aligned to the approach undertaken by Bradford Council, while also ensuring robust support measures are in place for new qualified staff. • Using Skills House to support and coordinate recruitment for Health and Social Care System • Coordinated approach to pool resources from students and potential individuals who have been laid off together with potential workers from sectors impacted by redundancies due to the end of the furlough scheme. • Working with Skills for Care for care to develop and roll out training for new workers. We are also working on developing a workforce strategy, while we have also worked on strengthening relationships across the system through better engagement – the recent summit has helped with this.
Assurance Mechanisms	<ul style="list-style-type: none"> • CQC Inspections • DMT Adult Social Care Reform - monthly • DMT Finance, Performance, Quality and Transformation – monthly • Raising Expectation Steering Group
Date Reviewed	22.03.23
Actions / Controls under development	<ul style="list-style-type: none"> • Workforce lead post agreed to take forward the activities and actions detailed in the workforce strategy – JP developed and grading awaited then to be recruited to. • Financial and other incentives to support reduction in staff turnover under consideration; working with BCA on coproducing local solutions and regular discussion at regional commissioner network meetings • Ongoing recruitment campaigns – to promote recruitment opportunities. • Work is underway to reduce the external enablement delivered through the home care market – this should help to manage the long term support better. • We are developing proposals for a new workforce academy that will further strengthen how we upskill people to take on roles within the system.
Managed By	Jane Wood
Administered By	Imran Rathore

Code & Title	SR 20 EHE Elective Home Education			Current Risk Matrix	
Description	At September 2020 there were 484 children recorded as EHE. This number increased over the following three months to more than 800. Many of the families may not have opted for EHE due to a genuine philosophical desire to home educate. Although some pupils have since returned to school rolls, other pupils have been removed from school rolls so the number consistently remains above 700. Temporary funding for this through Raising Attainment is due to end and therefore significant further risk is possible if there is no response to information that suggests children are not receiving education. Huge churn is seen; in the academic year 2021/2022, 387 children became electively home educated and 414 were ended (back at school, no longer school age or left the district).				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	No	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Welfare and safety of children is compromised. If children are removed from school roll to home educate, some safeguards are missing. 43% of the children removed from roll since September 2020 have previous children’s social care involvement. This demonstrates some potential level of vulnerability across the cohort. Officers cannot insist on seeing the children and so some of the children will remain unseen, particularly if their parents submit a report on the education provision which is considered suitable. Increasingly we are seeing children removed from roll in 2022 and 2023 for emotionally based school avoidance and mental health concerns. Children’s Social Care do not always understand educational neglect and officers spend significant time challenging.				
Internal Controls	Funding was secured for a temporary increase in staffing from June 2021, with two Elective Home Education Officers and a Senior honorarium for increased supervisory capacity. This has been extremely proactive, with increased and faster informal enquiries. There are still at least 3 Education Safeguarding Officers who are spending time on EHE cases, despite significant work on education safeguarding for the Safeguarding Partnership and Ofsted complaints about schools. The increased funding has allowed officers to proactively meet with schools and families who are considering EHE in order to make sure intentions and responsibilities are clear. This work is at risk of ending if Raising Attainment funding does not continue, and therefore the risk of the council not meeting statutory requirements around identifying and supporting children who are not in receipt of education will return. Challenge is raised with Children’s Social Care where the team believe the child is suffering from harm through educational neglect.				
Assurance Mechanisms	Officers conduct informal enquiries of families. If there is information to suggest that the child is not in receipt of a suitable home education then a formal process is begun. This will consist of ultimately a School Attendance Order, prosecution and referral to Children’s Social Care for neglect of education. Challenge has to be given to Children’s Social Care to understand the harm.				
Date Reviewed	15/03/23				
Actions / Controls under development	Continuous engagement with the DfE who have this as a key focus Increased positive working between EHE team and the Integrated Front Door to ensure safeguarding where the EHE team believe the child is not being educated. Next focus needs to be with locality social workers.				
Managed By	Sue Lowndes				
Administered By	Kate Hopton, Caroline Levene				

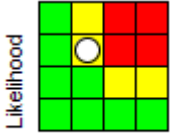
Code & Title	SR 21 TRI Terrorist Incident			Current Risk Matrix	
Description	National terrorist incident threat level is at Substantial and Strategic Security is a concern.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Catastrophic
	Strategic	Yes	Risk Score	3	4
	Operational	Yes	Total Score	12	
Potential Effect of Risk	<ul style="list-style-type: none"> Preparation to implement new Protect Duty legislation is inadequate to meet Government expectations The Council is unable to respond effectively to a major incident and function some or all delivery priorities jeopardised. The Council is unable to meet its duties and responsibilities. The reputational risk to the Council is adversely effected. The welfare and safety of the Council's citizens is at risk. Increasing incidence and impact of service interruption events. Business-critical systems are impacted. 				
Internal Controls	<ul style="list-style-type: none"> The Strategic lead for security is the Strategic Director Corporate Services responsible for organisational protective security as a whole. The Threat from terrorism is ever present and changeable so policies, systems and plans need regular review. Security Policy documents, security management plans and building security is reviewed every time the threat level changes and appropriate measures are put in place. These cover securities of: personnel, buildings, information, resources and supply chains, business continuity and resilience and emergency incident plans Senior Managers undertake training appropriate to their roles and responsibilities and use the ACT app (Action Counters Terrorism) and JESIP App The Emergency Planning Manager will be working with Senior Management to ensure Cooperation in embedding this. Critical Systems and Services are identified threats, risks and vulnerabilities and have business continuity plans in place and accessible in case of incidents. See SR 01 for further details The Council has responded to the Protect Duty Consultation 2021. The Council in partnership with West Yorkshire Police have a Contest Board (the EPM sits on this board) for Prepare and Protect and have a Prevent Action Plan 2020-2022 with the Safer Partnership. The National Risk Register is reviewed annually or when changes are announced. The Council reviews its top 3 risks quarterly at regional level with the West Yorkshire Resilience Forum. The Emergency Management Team coordinates the Councils approach to an incident/emergency and leads on emergency plans and liaison with partners and stakeholders; CT Police, CPNI, NACTSO All Councils are still waiting for the Protect Duty Legislation to become law. The Emergency Planning Team are working with John Chambers, Police Counter terrorism to ensure we are prepared when the legislation comes in. Martyn's Law is currently going through Parliament. EP have picked this up and are working with the CT police and have set up a PAPG working group (Protect and Prepare) 				

Assurance Mechanisms	Security policy statement and security strategy and organisational security framework.
Date Reviewed	20/03/23
Actions / Controls under development	<ul style="list-style-type: none"> • The Council continues to develop a clear understanding of threat sources that have the intent, capability and opportunity to impact on its operation, assets and service delivery. • Protect Duty - The Council is part of a North East of England pilot to develop organisational and Bradford District readiness for forthcoming Protect Duty legislation including Partner and stakeholder engagement • ACT and SCaN Training needs to be rolled out to all departments delivered at an appropriate level for staff, it may become a mandatory requirement. This will be an outcome of the PAPG working group Security induction training is being reviewed, Information Assurance training is mandatory for all staff. In May 2023 200 council employees attended the training. • The Council is developing and implementing security minded communications on its website and media outlets. • Training and testing the security framework, plans and readiness. • The Emergency planning Manager has failed to secure funding for a post to work on security and protect duty so this remains a risk internally.
Managed By	Susan Spink
Administered By	Matthew Baggley

Code & Title	SR 22 COL Cost of Living Crisis			Current Risk Matrix	
Description	Available resources to support lower income households may be insufficient to meet cost of living where price rises in basic essential consumer goods and services (i.e. food and energy) outstrip wage / benefit rises.			<p>Likelihood</p> <p>Impact</p>	
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Critical
	Strategic	Yes	Risk Score	3	3
	Operational	Yes	Total Score	9	
Potential Effect of Risk	<ul style="list-style-type: none"> • Increase in poverty and debt in the District. One in 5 of our working age families already live in relative poverty and 2 in 5 children under 15 live in relative poverty. Those living in poverty are affected most by cost of living impacts as they spend a higher proportion of their income on food/fuel • Local economy is impacted. • Inflation is at a 40 year high and some areas may become unsustainable as disposable income is reduced (e.g. local markets and business). • Potential for rise in crime, homelessness, demands on Council crisis services, and on health services in particular mental health services. • Risk of lower collection levels of Council Tax, Business Rates and Sundry Debts, and increased resource demand on debt collection services, as households and businesses prioritise other debts • Effect on lower paid Council staff could result in them being less able to meet their potential (under nourished, cold, worried about finance). • Around £1 in every £5 of public spending is spent dealing with the effects of poverty. 				
Internal Controls	<ul style="list-style-type: none"> • Occupational Health support for staff and signposting to other agencies providing support and advice. • Holiday Food and Activities programme in the school holidays • Household Support Fund of £11.4m in 2022/23 to support residents with the cost of food and fuel. Council Tax Energy Rebate to assist with fuel costs £150 Bands A- D together with a discretionary fund to support those on low incomes with top up payments • Credit Union membership of 9,000 • Food Bank provision across the District • Local Welfare Assistance programmes such as the Assisted Purchase Scheme and the Fuel Top Up scheme • Funding of Welfare and Debt Advice across the District – this has been subject of a re-tendering exercise in Autumn 2022 to ensure the service is sustained over the medium term • Warm Homes, Healthy People network to assist with energy efficiency measures and advice • Improving take up of Healthy Start vouchers and Free School Meals • Community 'Warm Spaces' initiative to provide a warm place and hot drink in libraries, community centres, church halls etc over the period Oct 2022 to March 2023. • Determination of the allocation of Council Tax Support fund announced by the Govt in December 2022 for the year 2023/24 				
Assurance Mechanisms	<ul style="list-style-type: none"> • Low income groups and those living in poverty are one of our protected characteristics when conducting Equalities Impacts Assessments. • All policies and strategies are assessed to ensure they work towards reducing poverty (the socio- economic duty) • Corporate Plan addresses initiatives to improve financial inclusion, protecting the most vulnerable, better housing, health and education <ul style="list-style-type: none"> • The Council is a referral partner for the Money Adviser Network to signpost residents to free debt advice. 				

	<ul style="list-style-type: none"> The Anti- Poverty Strategy was approved by the Executive in November 2022.
Date Reviewed	3 April 2023
Actions / Controls under development	<ul style="list-style-type: none"> The Government has announced that the Household Support Grant fund will be extended in 2023/24; Bradford's allocation is £11.39m Bradford's allocation of the Mayor of West Yorkshire's Cost of Living fund is £439k Both schemes are focussed on protecting those in poverty and preventing other from falling into poverty and these are set to be agreed at the 4 April meeting of the Executive A new employee benefits scheme will be introduced in 2023/24
Managed By	Caroline Lee
Administered By	Mark St Romaine

Code & Title	SR 23 SUP Supply Chain Risk			Current Risk Matrix	
Description	Inability to source key supplies and services (including energy) as a result of current fiscal and economic circumstances.				
				Likelihood	Impact
Type of Risk	District	No	Category	Medium	Critical
	Strategic	Yes	Risk Score	2	3
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Council unable to source essential goods and services and hence unable to effectively discharge functions and responsibilities and/or deliver services effectively. Supply costs increase above budget provision (overlap with Financial Resilience and Sustainability risk).				
Internal Controls	CSO 20 - Exceptions provisions.				
Assurance Mechanisms	<ul style="list-style-type: none"> Active and competitive supply chain for majority of council goods and services. Number of national frameworks available that could be drawn down upon if needed. Supply chain currently not adversely impacted to degree it impacts ability for council to deliver services; main impact is that supply chain is responding by increasing charges especially in relation to cost of living impacts. 				
Date Reviewed	4 April 2023.				
Actions / Controls under development	Ongoing Recruitment for the Procurement Service. A temporary Head of Procurement was appointed in Quarter 4 2022/23.				
Managed By	Christopher Kinsella				
Administered By	Mark St Romaine				

Code & Title	SR 24 HUM Human Capital, Diversity and Talent Management			Current Risk Matrix	
Description	There continues to be a shortage of professional and skilled staff within the employment market leading to recruitment and retention difficulties to key posts.				
				Likelihood	Impact
Type of Risk	District	Yes	Category	High	Significant
	Strategic	Yes	Risk Score	3	2
	Operational	Yes	Total Score	6	
Potential Effect of Risk	Inability to recruit in key disciplines could have a significant impact on the Council’s ability to deliver services and support the Council’s ambitions within the financial resources available.				
Internal Controls	<ul style="list-style-type: none"> The Council have recruited 8 graduates through the National Graduate Development Programme (NGDP) since 2020. All placements are 2-year fixed term contacts. 4 individuals remain on the programme, 1 left at the end of the programme and moved for a job overseas and one left for a permanent job shortly before the end of the programme. 4 remain on the programme currently and 2 more are due to join the authority on the NGDP in October 2023. CBMDC has also scoped its own internal graduate programme (non-rotational) which will allow greater flexibility for the organisation to target specific areas of recruitment and retention. This will allow departments to recruit to their own areas on a 2-year fixed term contract where they will keep the graduate in department for the 2 year period, allowing talent to work on specific pieces of work with the intention to convert to a permanent role where budget allows. All vacancies below a Grade 8 are requested to be considered for apprenticeships at the point of recruitment. Ongoing work is being done with Skills House in terms of support for vacancies. Review of job profiles and adverts is also underway. Further work is being done to draft supporting documentation for recruiting managers regarding the employee offer. 				
Assurance Mechanisms					
Date Reviewed	28 March 2023				
Actions / Controls under development	<ul style="list-style-type: none"> We are using the apprenticeship levy to develop existing and new skills including those in professional and skilled roles. The 219 Live Council apprentices are made up of 45 apprentices in maintained schools, 32 new starters in the Council and 142 existing Council staff. The most popular apprenticeship jobs 				

	<p>roles/sector qualifications for the 45 apprentices in schools are Early Years (53%), Teaching Assistant/Teacher (29%) Business Admin, Management and IT (18%)</p> <ul style="list-style-type: none">• Council apprenticeships are in: Adult Care (9%), Management (23%), Building, Construction, Civil Engineering, Trades, Highways, Horticulture etc (16%) Children and Young People (1%), Production/Hospitality (19%), Business Admin/Customer Service (8%) Social Work (8%), Finance, IT, Procurement, Legal (2%) other specialised apprenticeship training (14%)• In Children’s Services the apprenticeship programme links into “grow own and we are focussed on attracting and retaining social workers through a dedicated “bring heart” campaign and microsite, and are developing an ambitious ASYE academy to grow our own given the national shortages of experienced Level 3 Social Workers, are recruiting international Social Workers and Students and are partnering with the University.• It is intended that a review of Pay and Allowances will take place during Q2 onwards in 2023-24.• A review of the employee benefits offer is well underway with an implementation date of mid-April 2023, as well as mapping our Employee Value Proposition and the procurement of a new recruitment system are all in scope and progressing.• Recruitment strategy and plan agreed with Health & Wellbeing. Work on-going with marketing and communication colleagues to maximise advertising and branding opportunities.• Team working closely with senior managers to fill posts currently undertaken by agency with a number of posts now advertised.• Assist hiring managers with scoping recruitment campaigns and sourcing candidates, ensuring advertising channels are appropriate and reach a wide and diverse range of applicants and that the CBMDC brand is promoted consistently through all resourcing and recruitment activity.
Managed By	Anne Lloyd
Administered By	Emma Lawer

Code & Title		SR 25 Digital Switchover - Adult Social Care operations.			Current Risk Matrix	
Description		<p>The main providers of the analogue network OpenReach and VirginO2 are working to migrate from the existing analogue telephone network (PSTN) to a fully digital network (Voice over Internet Protocol) by 2025. This means that in 2025 the old analogue network will be switched off, with all calls being handled via the digital 'Voice over internet Protocol' (VOIP) network.</p> <p>Our existing telecare infrastructure relies upon analogue networks to communicate between the alarm and pendant in a persons home and the alarm receiving centre based at cornerstones. We currently have approximately 8000 people who could potentially be left without a working alarm.</p>				
				Likelihood	Impact	
Type of Risk		District	Yes	Category	High	Significant
		Strategic	Yes	Risk Score	3	2
		Operational	Yes	Total Score	6	
Potential Effect of Risk		<p>Impact on H&WB</p> <ul style="list-style-type: none"> Approximately 8000 citizens are currently have a safe & sound pendant & alarm, the digital switchover may result in these people being unable to contact support services in the event of a fall or crisis, potentially resulting in a risk to life. This risk is increasing as more analogue infrastructure is replaced. Funding will need to be found to replace existing analogue alarms with digital equivalents Citizens are at risk of being the target of scams or fraudulent activity relating to the switchover The lack of national coordination from Communication Providers has resulted in challenges managing and understanding when existing safe & sound users are migrated to digital <p>Wider Corporate concerns</p> <ul style="list-style-type: none"> The digital switchover will not just impact on telecare users but on every household and business across the Bradford district that uses a phone line. It is anticipated the switchover will impact on monitored smoke alarms, burglar alarms, lifts, chip and pin machines, traffic lights, CCTV etc. Due to the industry led nature of the switchover, local and national communications about the switchover have been limited in comparison to the government led drive preceding the TV digital switch. There is minimal support to citizens to understand how the switchover will impact them, whether they're a telecare user or not, with potentially a large cohort of vulnerable people being left unsure of how to proceed. Given the Councils role in supporting local businesses and safer communities, should the 				

	<p>Council be assuming a role in providing clarity and support across the district.</p> <ul style="list-style-type: none">• At this moment without detailed mapping activity it is unclear to what extent the impact of the switchover and will require a detailed coordinated impact assessment across the Council.
Internal Controls	<p>Digital Switch over plan now in place, which includes the following work streams:</p> <ul style="list-style-type: none">• Telecare Alarm Receiving Centre (ARC) Migration – this will include tender for new supplier• Communication and awareness – this will cover for telecare user, council staff and partners on key implications. We will also need to work up Advice, guidance, policy on installing on digital infrastructure/if find customers box left unplugged• Analogue to Digital Strategy – this will include: Baseline assessment of current users, develop proactive support offer for customers undergoing switch, develop and agree policy for use of SIM enabled alarms and implement strategy for replacing A2D alarms and proactive monitoring of call handshakes.
Assurance Mechanisms	<ul style="list-style-type: none">• DMT Care Reform – monthly• DMT Finance, Performance, Quality and Transformation – monthly• TEC Steering Group - monthly
Date Reviewed	20.06.23
Actions / Controls under development	<ul style="list-style-type: none">• Project initiated to procure and implement the Digital Alarm Receiving Centre (ARC) - currently finalising the tender document, which includes benchmarking with other Local Authorities on the approach they have taken, specifically focusing on the technical specification, support continuity and staff upskilling.• Additional investment made in Safe and Sound capacity to support Digital Switchover related activity.• Discussion to take place with Corporate ICT to align activity to ensure we have a joined up approach across the Council.
Managed By	Imran Rathore
Administered By	Imran Rathore